

EUROPEAN NEWS

George Graham reports on the failure of the French Prime Minister's efforts to 'normalise' relations with Iran

Chirac's Tehran tightrope act comes down to earth

MR JACQUES CHIRAC, France's Prime Minister, must be regretting some of his brave words of last November.

In an interview with the Washington Times in which he spoke more freely because he believed the words would not be attributed to him, Mr Chirac ridiculed the UK for breaking off diplomatic relations with Syria after a terrorist bomber captured in London was linked to Damascus.

Even the wave of terrorist bombings that devastated Paris last September was "small beer," Mr Chirac said, compared with the major problem of containing anti-Western Islamic fundamentalism in the Middle East.

Today, those September bombings have come back to wreck his policy of "normalisation" of relations with Iran. It is Mr Chirac who is now faced with the decision on whether to break off diplomatic relations because of the terrorist links of a Middle Eastern country — over whether Mr Wahid Gerdji should come out of his refuge in the Iranian embassy in Paris to answer the questions of the French police.

The crisis which has erupted between the two countries has been exposed how precarious was the tightrope Mr Chirac tried to walk towards an improvement in relations with Iran which might lead to the release of French hostages held in the Lebanon by pro-Iranian groups.

The French Government's insistence that Mr Gerdji should answer police questions on his links with last September's bombings has not been helped by evidence of policy differences between different ministries. Iran has claimed that Mr Gerdji was warned by a Foreign Ministry official to lie low before the warrant was issued for his arrest.

The Ministry's denials have been greeted with widespread scepticism in Paris, and many Frenchmen believe the Government tried to get Mr Gerdji out

of the country in order to avert the crisis and keep the "normalisation" policy on the rails.

That policy appeared to have achieved some success last year, with the liberation of five French hostages in Lebanon. However, as President Francois Mitterrand indicated on Tuesday in his Bastille Day address, the conditions set by Iran for the release of the remaining five were unacceptable.

France has been able partially to satisfy Iran on the financial argument between the two countries—repaying a third of the disputed \$1bn loan made by the ex-Shah to the French

atomic energy commission—and on the presence in France of Iranian opponents of the regime of Ayatollah Khomeini. But Iran's main grievance remains France's continued support and arms sales to its enemy Iraq.

In Paris, government officials yesterday refused to comment on the sales of arms, but France has been one of the principal suppliers to the Iraqi armed forces in the Gulf War.

Mr Chirac has always insisted to Iran that there could be no discussion of this element of French policy in the Middle East. In his Washington Times interview, he was less discreet.

"Of course, common objectives should be to prevent the spread of

religious fundamentalism in the region.

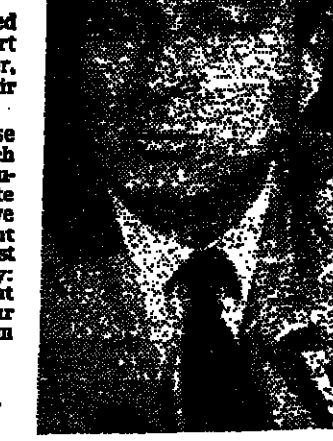
Meanwhile, France remains vulnerable on two points: the plight of its diplomats in Tehran and its shipping in the Gulf. Iran has not hesitated to hit at both, with an attack on a French container ship sailing from Kuwait to Bahrain earlier this week, followed by accusations of spying and drug smuggling against France's consul in Tehran, Mr Paul Torri.

France has moved one of the three navy vessels it keeps in the Indian Ocean into the Gulf to accompany the damaged vessel, but is unwilling to

expand the protection offered to French ships to a full escort role. Its diplomats, however, remain trapped inside their embassy in Tehran.

Hopes of securing the release of the remaining French hostages through Iran's influence on the Lebanese Shiite militias now appear to have disappeared. As Mr Laurent Fabius, Mr Chirac's Socialist predecessor, put it yesterday: "The tragic paradox is that the only way of rescuing our people is to refuse any form of negotiation."

● Mr Chirac (right): policy wrecked by bombings.



EC tax plan would mean big price changes

BY QUENTIN FEE, IN BRUSSELS

SWEPTING CHANGES in indirect taxation in the European Community, proposed yesterday by the European Commission, will have very substantial effects on the tax revenues, consumer prices, and tax structures in many of the member states.

The Commission stopped short yesterday of trying to predict too many of the consequences, for fear of alarming national lobbies already braced to resist such an onslaught on their fiscal sovereignty.

The principal purpose is to enable fiscal frontiers to be abolished," Lord Cockfield, the British Commissioner responsible, said yesterday.

A last-minute compromise widened the proposed standard band of value added tax from 5 to 6 per cent—setting it at between 14 and 20 per cent—in order to accommodate the highest-rated EC countries, Denmark, Ireland and the Netherlands. The proposed

lower band remains at between 4 and 9 per cent, but the Commission also appears to bend over backwards to allow member states to ask for special exemptions from the rule.

Lord Cockfield insisted, however, that excise duties must be harmonised on common rates, rather than merely "approximated" in wider bands. The result is a series of specific duties on all forms of alcohol, tobacco and petroleum products which would cause huge price changes in particular member states.

The logic of his move is that VAT is imposed on top of excise duties—so that allowing flexibility of excise duties would increase the ultimate divergence of VAT rates beyond the 5 to 6 per cent band. On paper, however, the resulting price changes will look daunting to those member states most affected.

For example, most face price rises of about 170

RETAIL PRICE CHANGES FROM PROPOSED EXCISE DUTY HARMONISATION					
	(per cent)	(per cent)	(per cent)	(per cent)	(per cent)
	petrol	popular cigarettes	spirits	wine	beer
Belgium	17	25	1	-9	5
France	19	25	-20	6	11
Germany	19	25	6	13	12
Greece	19	25	145	13	8
Ireland	19	25	145	13	8
Italy	19	25	118	13	8
Luxembourg	19	25	24	13	14
Netherlands	19	25	1	-10	4
Portugal	19	25	107	13	10
Spain	19	25	107	13	10
UK	15	15	-27	-47	-27

per cent for popular cigarettes, and 145 per cent for spirits, whereas the UK would have price cuts of 6 per cent and 37 per cent for the same products. Italy would have to drop its petrol prices by almost 30 per cent, and Denmark by 19 per

cent, according to albeit very rough Commission calculations. As for the effects on tax revenues, the Commission has decided not to publish its own estimates as being too crude. According to initial estimates, however, the most affected

would be Denmark and Luxembourg. Denmark, which has the highest rates of both indirect and direct taxation in the EC, and therefore faces a seemingly insuperable problem, was estimated to lose some 1 per cent of its total gross domestic product, and Luxembourg to gain 7.6 per cent.

As for the structure of taxation, Lord Cockfield's plan would do away with both luxury VAT rates and zero rates—unless the member states ask for special exemption. Such exemptions would have to be granted by the other member states.

In seeking to be as flexible as possible, Lord Cockfield has included one major concession on the timetable: he suggests that member states should move towards the ultimate goal of tax harmonisation and approximation as fast as they can, but they like—provided they get there by the deadline of 1992.

The Commission nevertheless concludes that these restrictions can be accepted "in view of the benefits which the system yields in terms of improved and rationalised distribution, advantages which are passed on to consumers who can buy a wide range of products in much smaller quantities than at present, and in giving advice on up to date products and product configuration."

Commission black mark for Tipp-Ex

By Tim Dickson in Brussels

TIPP-EX VERTIKAL, the West German company whose white fluid erases the mistakes of typists the world over, has just received a black mark from the European Commission.

The Brussels-based executive announced yesterday that it had fined Tipp-Ex and its French distributor, Belserdorf, 400,000 francs and 10,000 francs respectively for breaching the competition rules of the Treaty of Rome. Belserdorf since 1982 has been the exclusive distributor for Tipp-Ex products in France.

Three other exclusive distributors—Barotex of Belgium, Eveha-Rijm of the Netherlands, and Tipp-Ex (Leslie Midland) of Britain—have also been ordered to end certain restrictive practices. But these small companies have not been fined because, the Commission says, they followed the Tipp-Ex policy "only partially, with reluctance and only under considerable pressure."

The decision relates to the "active measures" which Tipp-Ex is said to have taken between 1979 and 1982 to prevent parallel imports and exports by a French trader of correction paper, correction fluids and correction tapes within the European Community. The company, according to the Commission, "also created pressure on its exclusive distributors in order to obtain their agreement and support."

Ozal's economic line praised by OECD

BY ROBERT MAUTHNER

TURKEY'S economic development under the Government led by Mr Turgut Ozal is given high marks by the Organisation for Economic Co-operation and Development in its latest report on the Turkish economy published today.

The stabilisation and adjustment policies followed since 1980 have broadly had the desired results, the report says. While imports have been made into inflation—though it is still much too high—economic growth and employment have remained comparatively buoyant. At the same time, later national competitiveness has improved, thanks mainly to a policy of gradual real devaluation of the Turkish lira and temporary fiscal incentives.

The OECD warns, however, that the sharp deterioration of the current account deficit to \$1.5bn in 1986 from \$1bn the previous year should be considered a timely reminder that "an excessive acceleration of domestic demand always carries the risk of compromising the gains in performance achieved earlier."

The current account shortfall, given the likelihood of some deterioration in the terms of trade, is likely to deteriorate further in 1987 to \$1.7bn, the report forecasts. It also stresses that the continuation of growth rates of domestic demand as high as in 1986 do not appear to be sustainable on either domestic or balance of payments grounds, given the low level of foreign exchange reserves and the fact that foreign debt repay-

ments absorb a substantial share of export earnings.

"The improvement registered in Turkey's international creditworthiness over the past four to five years may be reversed, should the current account deficit tend to rise," the report adds.

After a rise in gross national product of 8 per cent in 1986, the highest growth rate in the whole of the OECD area—the report forecasts that growth will be in the region of 6.5 per cent in the current year, more than one percentage point higher than the official Turkish government prediction. Business surveys point to a further strengthening of private investment and public investment is likely to be boosted by the continuation of large infrastructure investments started in recent years.

Inflation, measured by the GNP price deflator, is expected to fall to 27 per cent in 1987 from 30 per cent last year.

● The Turkish Government yesterday appointed the governor of Diyarbakir province, Mr Hayri Kocakoglu (49), as the first ever emergency governor for eight provinces in the region where Turkish troops are fighting against Kurdish terrorists, writes David Baruch in Ankara.

The new governor will co-ordinate anti-terrorist operations in the region, effectively replacing the martial-law commander.

"The appointment of a civilian rather than a military or police figure has come as something of a surprise."

Brussels ruling makes franchising policy clearer

BY TIM DICKSON IN BRUSSELS

THE EC's policy on franchising agreements became clearer yesterday when the European Commission published its conclusions on a key test case involving Computerland Europe.

The decision to exempt this expanding micro-computer retailer from an important section of the Community's competition rules confirms principles previously established in rulings relating to Pronuptia, the Paris-

based wedding-dress retailer. But the significance of the Computerland case lies in the fact that it is the first franchise formally "cleared" by Brussels which is not linked directly to the production of a particular trademark and which rests instead on the commercial know-how of reselling other people's machines.

The issues raised in the investigation will be reflected in a new "black exemption"

being prepared by the Commission to protect most European franchisees from the competition rules. Franchising, which allows a franchisor to set up an extensive retail network without the need for major capital investment, is technically illegal under European law because of the prohibition in the Treaty of Rome on market sharing or company link-ups likely to distort free competition.

Indeed, the Computerland

system—notably the so-called location clause which implies that franchisees may not open more than one outlet unless specifically authorised by the franchisor and the exclusive territory which surrounds each outlet—is deemed to restrict competition within the meaning of Article 85(1) of the EEC Treaty. The Commission, however, has decided to exempt franchisees' obligations only to sell to end-users is also strictly speaking considered anti-com-

petitive.

The Commission nevertheless concludes that these restrictions can be accepted "in view of the benefits which the system yields in terms of improved and rationalised distribution, advantages which are passed on to consumers who can buy a wide range of products in much smaller quantities than at present, and in giving advice on up to date products and product configuration."

Inquiry into car phone 'dumping'

By Tim Dickson

MOTOROLA (UK), British subsidiary of the US cellular equipment manufacturer of the same name, has persuaded the European Commission to open an investigation into the alleged dumping of Japanese and Canadian mobile radio telephones on the British market.

The complaint, details of which were disclosed in Brussels yesterday, refers to "significant" margins between domestic prices in Canada and Japan and the estimated prices of products exported to the European Community.

The cellular mobile radio telephones which will be the subject of the Commission probe—used in the Total Access Communications System (TACS)—are sold only in the British and Irish markets and Motorola is the only British manufacturer. Japanese suppliers include Matsushita, NEC, Mitsubishi Electric, Japan Radio (JRC) and Kokusai Electric, with Novatel Communications the major Canadian maker.

According to information supplied by Motorola, Japanese mobile telephone imports to the UK rose by about 15 per cent from roughly 20,000 units in 1985 to nearly 37,000 last year (representing an estimated 38 per cent share). Canadian products were unknown on the British market in 1985 but amounted to 8,000 units in 1986. Prices, meanwhile, are said to have fallen by 45 per cent between the second half of 1985 and the second half of 1986—reaching a level which is claimed to have been insufficient to cover the Community manufacturers' production costs. Motorola's sales between the last quarter of 1985 and the last quarter of 1986 fell from 24 per cent to 13 per cent of the total market.

The complaint alleges that the low prices caused by dumping forced Motorola to abandon production of its initial model prematurely and concentrate on a new one. Although the company made profits for the first time in the first quarter of this year it claims that import pressures in the second quarter of 1987 have once again affected its return.

Raw materials shortages hit Yugoslav production

BY ALEKSANDAR LEBL IN BELGRADE

THE HALF-YEARLY Yugoslav economic indicators published this week indicate continuing sluggish performance. Growth in industrial production has slowed to 2.6 per cent from around 3.5 per cent earlier this year, largely because of external payments difficulties which have exacerbated the shortage of raw materials.

Retail prices increased 5.11 per cent since last December, with a rise of 9.4 per cent in June alone and year-on-year inflation touching a record 100.6 per cent.

Trade figures were better the next export rose up by 5.8 per cent, to \$5.08bn, and imports fell by 1.9 per cent, both compared with the first half of 1986. The ratio of exports to imports increased

from 78.9 per cent to 85.1 per cent. Hard currency exports, however, were 17.1 per cent higher, and exports to the OECD countries up by 24.1 per cent, reaching \$2.54bn. Hard currency imports went up by 2.2 per cent, and from OECD countries amounted to \$808m, of which \$444m was with West Germany.

The good export performance was not reflected in foreign exchange inflows, as companies tried to keep their earned money abroad as long as possible in order to profit from high inflation and the falling dinar exchange rate. Many have also managed to find forms of cashless transactions whereby they avoid selling their foreign exchange earnings to the national bank.

Portugal heads for majority government

BY DIANA SMITH IN LISBON

PORTUGAL's three-week general election campaign winds up tomorrow with a strong lead in the public opinion polls for Social Democrat (PSD) leader, Professor Anibal Cavaco Silva.

Opinion polls, which cannot be published by the Portuguese media during election periods, but which are taken regularly, give the PSD 42-43 per cent of the vote. The party needs at least 43 per cent for an overall majority.

The huge crowds Prof Cavaco Silva has drawn at rallies and the shrinking number of floating voters (down from 18 to less than 6 per cent) suggest that for the first time in Portugal's 13-year-old democracy, one party may win a majority. If the PSD wins the high share of the vote which the

polls are indicating, it would permit the PSD to enact effective political crises caused by weak minority administrations or squabbling coalitions which have led to 11 general elections in 13 years.

The Social Democrats have benefited from a reasonable performance in their 18 months of government before the left toppled them for unclear reasons, and from a surge of new young voters. The latter appear to see the party as an active support system for the modernisation of Portugal after half a century of backwardness and 15 years of unrelieved structural problems.

With a tolerant, middle-of-the-road President in Mr Mario

Soares, many voters seem to perceive the PSD as an effective cushion against any autocratic tendencies that might finger inside the PSD should the party gain a majority. Furthermore, now that Portugal is a member of the EC, it has a vast range of obligations, checks and balances that deter a strain that some voters perceive in the PSD ranks, to order around, rather than consult.

The optimism and high spirits with which the PSD campaign has been conducted has made it hard for the opposition to the party's left to make a strong impact on the voter.

Fighting valiantly to reassert the status of the Socialist Party, which once captured more votes than any other, Dr Vitor Constancio, a prominent economist

like Prof Cavaco Silva, has drawn sympathetic crowds. But the latest polls give the party no more than 21 or 22 per cent.

Dr Constancio has tried to make capital from his knowledge of economics and convince the electorate that the Cavaco Silva administration has not done as well with the economy as it claims. But few voters appear to be listening. They have seen their wage packets grow, and unemployment decrease along with inflation, in the past year and are not apparently in a mood to be dispirited.

The Christian Democrats who want to share power with the Social Democrats would be denied this aspiration if the PSD—as Prof Cavaco now publicly demands—is given a majority on its own.

W German exports to US up 8%

By Haig Simonian in Frankfurt

WEST GERMAN exports to the US rose by 8.2 per cent to \$3.1bn in the first quarter of this year, according to figures from the American Chamber of Commerce in West Germany. Imports from the US went up by 10.8 per cent to \$3.8bn in the corresponding period, it says.

The figures suggest that, while the sharp fall in the value of the dollar has boosted US sales, imports from West Germany have retained their high level. Total US exports to the country in 1986 exceeded \$10.6bn, while West German exports to the US topped \$8bn. US sales to West Germany rose by 2.4 per cent to \$26.5bn, while imports from the US climbed by 11.1 per cent to \$20.2bn.

West German investment in the US market rose by 1.5 per cent and totals about \$1.42bn (\$1.34bn), says the Chamber of Commerce. By contrast, US investment in West Germany has slowed, and now stands at about \$1.38bn.

Soviet coal plan

The Soviet Union aims to cut the number of manual workers on its open coal faces by about 23 per cent by 1990, the Coal Minister, Mr Mikhail Shchadov, said yesterday, according to the official news agency Tass. The reductions would take place following the introduction of automatic equipment, he said.

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Finland 'will not join EC'

PRIME MINISTER Harri Holkeri

has said that for political reasons Finland cannot seek associate membership of the European Community (EC), Reuter reports from Helsinki.

"This is not possible because the EC is a political body unlike EFTA (the European Free Trade Association)," he said in an interview in the savings bank magazine Saastopankki.

Mr Holkeri, a conservative, said Finland hoped to safeguard by other means trade relations with the EC, with which Finland does most of its foreign trade.

"Any kind of political association, however, is excluded. We have no desire or need for that," he said without spelling out the reasons.

Finland's interests were now best served through its links with EFTA, he said. Politicians have recently expressed concern that increasing cohesiveness in the EC might shut Finland out of markets there.

Leslie Colitt reports on an Eastern Bloc nation's summer pursuits

E. Germans flock to the country

MORE THAN 3m East Germans

with and without bathing attire — are flocking at the Baltic Sea, the state's most popular summer playground.

The Baltic Sea coast is to East Germans what the Italian Adriatic is to West Germans. In the depths of winter, East Germans learn who will be lucky enough to spend the summer holiday in a trade union home at the Baltic.

The charge for a 10-day to two-week stay is only 28 per cent of the actual cost.

For the less fortunate there might just be a site to pitch a tent on in an overcrowded camping ground not too many kilometres from the Baltic. At night the tents are filled to overflowing with illegal sub-tenants who add to the problem of erratic food supplies.

It goes almost without saying that boats and inflatable rubber mattresses are prohibited beyond a prescribed distance from the coast. The Danish islands of Lolland and Falster lie only a short distance away and East German naval vessels can be seen on the horizon patrolling the sea for escapees.

East Germans are as eager to travel abroad as West Germans and have a minimum three-day holiday in which to do so. But, unlike their Western cousins, East Germans are not co-opted in Eastern Europe for their currency.

Czechoslovakia, the only country where East Germans can travel without a visa, is mainly visited during the day. East Germans cannot purchase enough Czechoslovakian currency to stay overnight in even the simplest hotel.

Poland has been off limits to East Germans since 1980 and Hungary, the most popular foreign destination, has become prohibitively expensive for most East Germans. Those fortunate enough to spend their holiday at Lake Balaton do so in tents and often bring along their food from East Germany.

Others exchange flats with Hungarian acquaintances and bring East German products to trade for Hungarian florints.

This month a special travel offer appeared in East German newspapers. An additional number of trips was made available to Romania—at a hefty price. With tourists from the West staying away in droves, economically hard-pressed Romania decided to let East Germans have a crack at its resorts. A 15-day tour of Romania was advertised in Neues

Deutschland at marks 2,000 or, almost three times the price of a similar Romanian holiday for Westerners.

But there are other ways to visit the Balkans. An East German acquaintance takes off for a remote mountainous area of Romania each summer where he hikes from one cottage to the next enjoying the overwhelming hospitality at no cost whatsoever.

However, for most East Germans, travelling in Eastern Europe is a bitter lesson in how little their currency is worth outside the country. The West German D-mark invariably purchases three to four times the amount of florints or Bulgarian leva as the mark.

Probably the most sought-after holiday for an East German is a cruise on the MS Arctona, a ship which used to sail as the Astor under the West German flag. Only "outstanding" East German workers are given a chance to book passages on this cruise vessel run by the trade union which offers top-flight cuisine and excellent service.

The ship is chartered to a West German operator for several months a year when only enough D-marks are needed to take a cruise.

My landlady during the Leipzig Fair once took the ultimate cruise for an East German—to Cuba on an East German ship. But, apart from rum, she said there was nothing to buy once she got there.

Bavarian steelworkers demonstrate against planned job cuts

THOUSANDS of steel workers

demonstrated outside a troubled Bavarian steel plant yesterday to protest against threatened job losses at the firm, one of the region's biggest employers, Reuter reports from Sulzbach-Loosenberg.

The workers' union said the plant's 4,500 workers struck for one day in an effort to persuade the Bavarian authorities to scrap plans to cut 3,000 jobs over the next five years.

The job losses are part of a restructuring programme at the Eisenwerk-Gesellschaft Maximilianshütte (Maxhütte) plant in the largely agricultural region of Oberpfalz in northern Bavaria.

About 1,500 workers blocked Maxhütte's entrance this morning with heavy machinery and trucks. Steel workers from all over West Germany joined the demonstration.

The protest coincided with a debate on the Maxhütte restructuring programme in the Bavarian state parliament.

Bavarian Economics Minister Anton Jaumann said last week that the Bavarian Government was willing to help bail out the steel mill, which filed for bankruptcy in April.

But a member of the West German Aids Help Association, a nationwide advisory group, charged that the Bavarian laws were "more suitable to a police state."

The Bavarian measures have prompted complaints of discrimination, invasion of privacy and inefficiency from West Germany's Federal Health Minister, the European Economic Community and public health experts in several other German states.

Bavaria announced in May mandatory Aids tests for licensed prostitutes, drug addicts, prison inmates and applicants for public service jobs.

JPMI 201/50

Uganda squeezes out black market with IMF package

Our Kampala correspondent reports on key economic reforms

THE foundations for Uganda's long awaited economic recovery appear to have slipped into place following the introduction on May 15 of a new policy package backed by the International Monetary Fund and the World Bank.

The package—a compromise agreement worth \$175m—has restored donor confidence in President Yoweri Museveni's Government, after what Western donors felt was a false start at rehabilitation when the ruling National Resistance Movement rejected IMF ideas in its first budget last August.

This budget set the old Uganda shilling at 1,400 shillings to the dollar, while the unofficial rate rose to 10 times as much. At the time donor representatives in Kampala said that putting money into Uganda was like pouring water into a sieve.

Donor support is vital for the rebuilding of Uganda's infra-

structures, shattered by years of political instability and economic decline. In the past two months, the international community has pledged about \$310m in new aid for 1987-88, outstripping the Ugandan Government's hopes for a total of \$250m.

Britain has announced an extra \$25m in aid, on condition that Uganda sticks to its IMF terms, with \$5m said to be immediately available in balance of payment support for the purchase of British goods.

In addition, debts of \$68m were recently rescheduled by the Paris Club. Dr Sulaiman Kiigundu, governor of the Bank of Uganda, has also said that debts of up to \$45m are likely to be rescheduled by Eastern bloc countries, including the Soviet Union.

Together this will greatly

ease Uganda's debt burden of about \$200m a year—equivalent to half the country's annual earnings from coffee exports—leaving some money spare for development.

The conditions of the IMF agreement have not been made known here but a census of civil servants—due to start shortly—is the sort of initiative that would meet with IMF approval. The census may lead to cuts in the number of employees but also to much needed wage increases.

Key economic reforms including a 76 per cent devaluation, the issuing of a new currency and a 30 per cent currency conversion tax aimed at reducing liquidity, have had some positive results.

Donors view the new exchange rate of 80 shillings to

the dollar as much more realistic. The unofficial rate is just 50 per cent more, due to the relative shortage of new notes. The inflation rate, estimated at 400 per cent a year, has been halted in its tracks for the time being.

Tight controls on money supply have reined in prices of local produce and although living is still costly for the average Ugandan, most appreciate the new money. Its introduction has also curbed rampant coffee smuggling in border areas. Private buyers in Zaire now find it hard to get hold of enough Ugandan currency to pay producers and for the first time in years, border farmers are selling their crop to the Government.

Better producer prices and attempts at direct cash payments have also increased incentives. Mr Museveni's personal drive for barter trade has resulted in agreements with Somalia, Sudan, Egypt, Yugoslavia and Cuba.

Only reputable companies are reported to qualify for foreign exchange, with no money available for individuals in order to prevent corruption.

Dr Crispus Kiyonga, Uganda's young Finance Minister, hopes that commercial banks will provide credit, but bankers say they cannot afford to because they have lost 30 per cent of bank deposits.

After years of financial chaos when corruption became the norm, Uganda's business community is going to find it hard to adapt to strict rules on property ownership, the decline of the black market and higher taxes. Most are already fretting over the budget due out later this month.

Meanwhile, the new Ugandan shilling has dramatically curbed rampant coffee smuggling in

South African unions reject warning over political activities

BY ANTHONY ROBINSON IN JOHANNESBURG

THE SECOND national congress of South Africa's most powerful black trade union federation, the Congress of South African Trade Unions began here yesterday with a defiantly political speech by Mr Elijah Barayi, its president.

"I am here to bury (President) P. W. Botha not to praise him," Mr Barayi declared to loud applause before rejecting government warnings against the politicisation of trade unions. "It is not the trade unions which make South Africa ungovernable, it is the unjust apartheid laws," he said.

The three-day congress, attended by nearly 1,500 delegates from 13 Cosatu affiliated unions with a combined membership of over 712,000, is the first since the "super-federation" was formed after four years of difficult inter-union negotiations in December 1985.

During these 19 months its membership, which covers all key sectors in the economy from mining through engineering to catering and transport, has increased from 450,000 while the number of affiliated unions has dropped from 33 to 13.

The reduction reflects Cosatu's policy of re-organising the union movement into fewer, more powerful industrial unions under the slogan "one industry one union."

The last two days of the congress, from which the media are excluded, will be dedicated to a series of debates on com-

plex issues of vital concern to the trade union movement. Top of the list are disinvestment and sanctions and the federation's attitude towards socialism, worker power and the freedom charter.

The defiant tone of Mr Barayi's speech reflects the mood of a trade union movement which for most of its existence has had to operate under restrictions imposed by the state of emergency. Over 3,000 union activists have been detained, rallies and campaigns have been banned and its headquarters, Cosatu House in Johannesburg, has been twice besieged by police and finally blown up by still undetected hands.

Against this background the unions, whose legislation in 1978 is still regarded by many as the most important liberalisation move ever made by the Government, are in a combative frame of mind and totally dismissive of government attempts to restrict them to purely work-related issues.

"We are accused of being more of a political front than a trade union federation," Mr Barayi said, before adding: "We make no apologies about connecting shopfloor issues with the issues facing workers in society as a whole. Politics, and especially the lack of even the most basic democratic rights for majority, is a bread-and-butter issue for the working class."

Australia current account deficit dips to A\$13.43bn

BY CHRIS SHERWELL IN SYDNEY

AUSTRALIA'S current account deficit on the balance of payments for the financial year ending last month was A\$13.43bn (55.9bn). This was higher than the Government had hoped but was an improvement on the previous year's record A\$14.4bn.

Preliminary figures for June released by the Bureau of Statistics showed a deficit of A\$886m, but over recent months the figure has usually been revised upward, which would suggest a larger final figure for the year.

The foreign exchange market took the news in its stride, with the Australian dollar strengthening marginally from 55.8 to 55.9 on a trade-weighted basis and weakening fractionally from 70.55 US cents to 70.45 US cents.

Yesterday's deficit was around 5.2 per cent of gross domestic

product, still higher than any other OECD country save Norway and unsustainable in the longer term.

A breakdown showed a narrowing of the deficit on merchandise trade from A\$3.39bn to A\$1.94bn, thanks to improved exports of wool, sheepskins and meat, of machinery and transport equipment, and—significantly—of gold.

According to estimates released yesterday, the value of Australian gold exports in 1986-87 doubled from A\$770m to A\$1.5bn. About A\$200m of the 1986-87 total was due to gold coins—the new Australian "Nugget."

Mr Paul Keating, the Treasurer, took now-customary heart from the improvement in manufacturing exports, saying it indicated a continued broadening of the country's export base.

Korea business urges reforms

By Maggie Ford in Seoul

SOUTH KOREA'S top business organisations want the Government to reduce its intervention in their activities, but at the same time to prevent the involvement of workers in management.

The call, supported by groups representing the business conglomerates, small companies, commercial and trading interests, follows the moves towards democratic change which started after nationwide demonstrations last month.

Arguing that a fully fledged free enterprise system was the best way to develop South Korea's economy, the businessmen also said that the banking system should be given full autonomy.

At present the Government controls company borrowings through the banks, which are burdened with substantial non-performing assets



Alan Harper

Dixons Group plc

PROFITS OVER £100 MILLION

Group Sales £1,111m Up 18%
Pre-Tax Profit £102.6m Up 31%
Earnings per Share 19.5p Up 38%
Dividend per Share 4.0p Up 33%

Over 1,200 UK stores
121 US stores with 1.2 million sq.ft. selling space
Over 17,000 employees worldwide
Property Division profits up 82%
Financial Services Division profits up 142%

Key points from Annual Results 1986/87

Dixons Group plc

Dixons saisho L&L Currys AMISU CARLTON TRUPRINT SupaSnaps MASTERCARE Silo

Aquino autonomy move for tribes

BY RICHARD GOURLAY IN MANILA

PRESIDENT Corason Aquino yesterday created an administrative region for 1m mainly tribal mountain people 200 miles north of Manila in the first step towards full autonomy.

The region will cover over 100 Igorot tribes of "Malay" ethnic origins in the Cordillera Mountains where tribal leaders have been fighting for autonomy since 1960. A committee appointed by Mr Aquino will now draft an autonomy agreement which will be presented to the new Congress and then to the people of the region in a referendum.

In the meantime the region will have its own 250 member interim administrative committee with limited powers of government in the region and a small budget. It will set a security force under the Armed

Forces of the Philippines.

The Cordillera People's Liberation Army, led by a former priest turned guerrilla fighter, fought President Ferdinand Marcos over the autonomy issue after business leaders tried to confiscate tribal lands to build a dam in 1980. The priest, Father Comrado Balweg, agreed to a ceasefire with the Aquino Government.

ALL DENZON, a split with the communist New People's Army at whose side the CPLA had been fighting. Mr Aquino created the administrative region using powers to legislate by decree which run out once Congress sits on July 27. In approving the new administrative region, Mr Aquino emphasised that any autonomy would

not compromise the integrity of the Philippines and the Manila Government's ultimate control.

The Government would like a similar timetable to be followed in autonomy talks with the leaders of 5m Muslims in the south of the country. Their fight for self-determination in the early 1970s cost an estimated 50,000 lives and nearly 100,000 refugees from that period remain in neighbouring Sabah, Malaysia.

The constitution calls for Congress to legislate for autonomy for the Muslim areas, as it does for the Cordillera people subject to the referendum within 18 months. The Muslims dropped their demand for independence from the Philippines earlier this year but talks remain stalled.

Hurdles remain to debt signing

BY RICHARD GOURLAY

MR JAMIE ONGPIN, the Philippine Finance Secretary, left for New York yesterday to sign a \$13.2bn debt rescheduling agreement on July 17 and suggestions that some unresolved issues could still prevent all 12 creditor committees from signing the agreement.

It is not clear if President Corason Aquino has approved an executive order that would resolve the biggest issue but a finance department spokesman said Mr Ongpin left confident that an agreement would be

signed.

The creditor committee banks most affected are Citibank, the country's largest creditor, Manufacturers Hanover Trust, the lead creditor bank and Barclays Bank. Together they are owed \$56m by Planters Products, formerly the largest supplier of fertiliser in the Philippines.

During former President Ferdinand Marcos's term, the Government forced the company to subsidise its sales for social purposes and promised to reimburse it. To date it has

not done so and the affected banks want the Government to recognise that the debts owing to them are, in effect, public debt.

A memorandum of understanding signed in 1985 before the last rescheduling when the Philippines received \$925m of new money, fudged the issue of the Planters Products debt.

Bankers stressed that debt renegotiations often meet last-minute hitches. The agreement to be signed grants the Philippines a seven-and-a-half-year grace period

NOTICE OF REDEMPTION AND TERMINATION OF CONVERSION RIGHTS

To The Holders of

ITO-YOKADO CO., LTD.

(Kabushiki Kaisha Ito-Yokado) (the "Company")

5% Convertible Debentures Due August 31, 1993 (the "Debentures")

NOTICE IS HEREBY GIVEN, that pursuant to Article Five of the Indenture dated as of July 1, 1978, all outstanding coupon Debentures and registered Debentures of the Company in the amount of \$1,000,000 have been called for redemption on August 31, 1987 (the "Redemption Date") for account of the Sinking Fund at a Redemption Price (the "Redemption Price") of 100% of the principal amount thereof.

Payment of the Redemption Price will be made upon presentation and surrender of the Debentures called for redemption (in the case of coupon Debentures, together with all coupons appertaining thereto maturing after August 31, 1987) at or after August 31, 1987 at the Corporate Trust Office of The Bank of Tokyo Trust Company in New York City, 100 Broadway, New York, N.Y. 10005 or at the principal office in the city indicated of any of the following Paying Agents: The Bank of Tokyo Ltd. in London; The Bank of Tokyo, Ltd. in Brussels; Morgan Guaranty Trust Company of New York in New York.

From and after the Redemption Date, interest on the Debentures to be redeemed for this Sinking Fund will cease to accrue. Interest maturing on August 31, 1987 will be paid in the usual manner.

CONVERSION OF DEBENTURES INTO COMMON STOCK

The Debentures may be converted into Common Stock of the Company or, at the option of the holders, into American Depositary Receipts, at the conversion price (with Debentures taken at their principal amount) translated into Japanese yen at the rate of U.S. \$1.00 to Yen 160.00, as of the date of conversion. The Company's Common Stock and American Depositary Receipts are issuable only in a Unit of 1,000 shares of Common Stock or integral multiples thereof. A cash adjustment will be made for any fraction of a Unit.

Each Debentureholder who wishes to convert his Debentures should deposit his Debentures (in the case of coupon Debentures, together with all unexpired coupons) and a written notice to convert (the form of which notice is available from any of the following) with Morgan Guaranty Trust Company of New York, at its corporate trust office in New York City, 30 West Broadway, New York, N.Y. 10015 or with any of the Paying Agents specified above. SUCH CONVERSION RIGHTS WILL TERMINATE AT THE CLOSE OF BUSINESS ON THE LAST BUSINESS DAY PRECEDING THE REDEMPTION DATE. BASED ON THE CONVERSION PRICE OF YEN 82.30 PER SHARE, A CLOSING PRICE OF YEN 8.790 FOR THE COMMON STOCK ON THE TOKYO STOCK EXCHANGE ON 7TH JULY 1987, AND A CURRENT RATE OF EXCHANGE ON 7TH JULY 1987 OF U.S. \$1 = YEN 148.80, THE HOLDER OF A BOND IN THE PRINCIPAL AMOUNT OF U.S. \$1,000 CONVERTING ON THAT DATE WOULD HAVE RECEIVED UNITS (TOGETHER WITH A CASH ADJUSTMENT FOR A FRACTION OF A UNIT) HAVING A VALUE OF U.S. \$7,970.00. THE U.S. DOLLAR EQUIVALENT OF CONVERSION ON A LATER DATE WILL BE AFFECTED BY CHANGES IN THE PRICE OF THE COMMON STOCK AND IN THE RATE OF EXCHANGE, AND BY ANY ADJUSTMENT OF THE CONVERSION PRICE.

ITO-YOKADO CO., LTD.

By: The Bank of Tokyo Trust Company as Trustee

Dated: July 16, 1987

WORLD TRADE NEWS

Malaysia forms petrochemical joint venture

THE MALAYSIAN Government-owned National Petroleum Corporation (Petronas) has signed an agreement with Japanese and Finnish companies for joint venture projects valued at \$530m, AP reports from Kuala Lumpur.

Petronas President Mr Abdullah Salleh said that a \$200m petrochemical plant to produce methyl tertiary butyl ether (MTBE) and propylene and another plant costing \$130m to produce polypropylene would be established in Kuantan, 200km east of Kuala Lumpur under the agreements.

Mr Jussi Rinta, senior Vice-President of Neste Oy, the National Oil Corporation of Finland, and Mr H. Sakurai, managing director of Idemitsu Petrochemical of Japan, signed the agreements with Mr Abdullah on Tuesday. Mr Abdullah said that under the agreement Petronas would hold 60 per cent shares, Neste Oy 30 per cent and Idemitsu 10 per cent in the MTBE plant. Production is expected to begin in 1992.

Petronas will own 55 per cent, Idemitsu 35 per cent and Neste Oy 10 per cent, of the polypropylene plant. It was not said when this plant would begin production.

MTBE is a fuel additive for gasoline. Propylene, an MTBE by-product, is the basic raw material for making polypropylene, used for production of plastics.

Mr Abdullah said the plants would use Malaysia's vast reserves of natural gas as feedstock.

Mr Abdullah said two-thirds of the MTBE would be used in Malaysia while the remainder would be exported to the US, Europe and Australia.

The polypropylene would be used in Malaysia. Among products made from it are woven bags, film and ropes.

Mr Abdullah said about 240,000 tons of butane and 110,000 tons of methanol would be used to produce 300,000 tons of MTBE annually.

Another 100,000 tons of propane would be used to produce 80,000 tons of propylene annually.

Mr Abdullah said that because the global gloom enveloping the petrochemical industry was dissipating, Petronas might establish more petrochemical industries and was discussing with South Korean and Taiwanese companies proposals for caprolactam and ethylene plants.

UNCTAD TRADE AND DEVELOPMENT REPORT

Slow economic growth heralds 'edge of recession'

BY WILLIAM DUFFLORCE IN GENEVA

THE world economy is close to the edge of recession, according to the economists of the United Nations Conference on Trade and Development (UNCTAD). Deteriorating forces are proving to be more powerful than the feeble attempts by the big economic powers to revive growth, they claim.

In the 272-page trade and development report, its annual analysis of the world economic situation, Unctad pursues the theme that slack growth is obstructing adjustment in both developed and developing countries and eroding the trade and payments system.

On the trade front it sees a significant escalation in tensions in recent months reflected in the rise in the number of trade disputes and in the use of "grey area" measures by governments to circumvent the rules of the General Agreement on Tariffs and Trade.

Among the underlying causes Unctad pinpoints the "passing of an era in which a dominant economic power (the US) was willing to accommodate other countries' export growth." But the most important factor, in its view, is the slow economic growth which has sharpened the struggle for markets among enterprises and brought countries into conflict over trade balances.

Published this year in the middle of Unctad's seventh session, the north-south

A TECHNOLOGY war inconsistent with the expansion of world trade, could develop from the intensified rivalry between Japan, the US, the European Community and leading developing countries, such as Brazil and South Korea, the Unctad Trade and Development Report warns.

The controversy over the Japan-US semiconductor agreement is pinpointed in an analysis of the impact of tech-

nological change on trade and the competitiveness of developing countries.

Industrial nations want to reinforce intellectual property rights through Gatt's trade-liberalising Uruguay round. "Acute tensions and conflicts" could arise, if they link access to their markets with achieving "adequate" protection of intellectual property in developing countries, Unctad says.

counter embracing some 150 countries held every four years, the report lays out the case for "a balanced programme of balanced programme of global expansion" that would include more generous debt relief and larger financial flows to the Third World.

Its message in a nutshell, according to Mr Kenneth Daddie, Unctad's secretary-general, is that after almost a decade of inflation attention must be concentrated on accelerating world growth, which means stimulating demand in the south as well as in the north.

Expectations that the depreciation of the dollar from March 1985 and the fall in oil prices from December 1985 would revive growth and help eliminate the excessive imbalances among the big economies have

not materialised in the past 15 months, Unctad points out.

The price declines failed to generate a major redistribution of market shares and their net impact has been contractionary: Unctad economists estimate that the pace of global expansion slowed from 3 per cent in 1985 to 2.5 per cent last year. They see a danger of further abrupt changes because of two serious risks.

One centres on the US trade balance. If it improves so slowly that exchange markets lose patience, the US could be forced to raise interest rates sharply, Unctad suggests. This could seriously harm world growth, not least because prices are "extraordinarily high" in the leading stock markets and vulnerable to a deceleration or decline in earnings.

A second risk is that even

the low growth rate projected for 1987 may not be achieved, if the net capital flow to indebted countries does not increase substantially. These countries could then start to "all their resource gap at the expense of debt-service payments."

Stopping interest payments to commercial banks, as Brazil, the Ivory Coast and Zambia have done recently, could become a general trend, the Unctad report suggests. Rather than let the situation deteriorate in this disorderly fashion, it argues that "a measure of debt or debt-service forgiveness must be made part of the menu of financial techniques."

Unlike other international economic organisations, such as the Organisation for Economic Cooperation and Development, Unctad emphasises the importance of relaxing the financial constraints on developing countries and expanding their demand.

Growth in third world imports from OECD countries is essential both to allow Japan, the US and West Germany to reconcile their trade imbalances and to allow developing countries to revive their own growth, Unctad argues.

It sees import contraction by developing countries, wrestling with debt problems, as a factor in both the dollar and debt situations. Import expansion must be an element in resolving both, it proposes.

The report makes the point that increased business profitability in Western Europe has not generated the hoped for growth. Cheaper oil and lower unit labour costs have helped to raise the share of business profits in national income above its pre-1973 level.

Nevertheless, the level of investment in Western Europe has failed to respond, indicating that "buoyant demand" is still the essential ingredient for growth, the report states.

In forecasting economic development in 1987, the Unctad report assumes that interest rates, the dollar and oil prices

will remain at their first-quarter levels. On that basis, it expects growth in world output to weaken and the growth in world trade to decelerate from 4 per cent last year to 3 per cent this year. (Gatt foresees a slackening in trade growth to 2.5 per cent).

The terms of trade of developing countries will continue to worsen, according to Unctad. Dollar prices of commodities will lag behind prices for manufactures. Import volumes will decline further, though more slowly than in 1986, in the oil-exporting countries; they will grow, but more slowly, in other developing countries.

ANNUAL RATES OF CHANGE IN VOLUME AND PRICES

Country group	(Percentage)		
	Actual 1985	Estimated 1986	Forecast 1987
World			
Export volume	2.3	4.0	3.0
Developed market-economy countries	2.5	1.7	3.4
Export volume	1.0	9.9	0.2
Terms of trade	4.5	11.8	3.6
Purchasing power of exports	5.4	7.7	4.0
Import volume			
All developing countries	-0.6	10.0	1.7
Export volume	-2.0	-23.2	-2.6
Terms of trade	-4.0	-15.5	-0.9
Purchasing power of exports	-5.8	-7.9	-2.5

Source: UNCTAD secretariat

Andriessen attacks US export policies

THE US should stop its aggressive assault on the European Community (EC) in world food markets and create a climate for negotiation on ways of cutting subsidies and surplus production, according to EC Farm Commissioner Frans Andriessen, Bessier reports from Brussels.

Mr Andriessen, who visited Washington last week, said that fierce competition for export markets with the Community was pushing up the cost of farm support for both sides.

He said the Community was prepared to negotiate even though it could not go along with a US plan for an end to almost all farm subsidies in the world by the year 2000.

"I ask the Americans not merely to develop grand designs for the year 2000, but to engage in concrete reforms, to create a climate of negotiation and to abandon their aggressive stance on the world market for agricultural products."

The US plan would mean a massive change in both the Community and the US, both of which spent around \$25bn last year on direct support for their farmers.

Mr Andriessen said he could support the direction Washington wanted to take, but added: "The EC

cannot accept that Community agriculture should be exposed without any protection to everything that takes place on the world market."

Mr Andriessen said he felt the US was trying to force the EC to negotiate on world farm trade reforms by adopting an aggressive food export policy.

But he said that the US Administration had failed to appreciate the size of the reforms the Community had already undertaken to tackle the problem of world food surpluses.

"I tried to explain them in Washington, but I met nothing but scepticism, especially in Congress."

He said EC reforms since the beginning of the 1980s have included production quotas for milk and sugar, major restrictions of farmers' rights to sell surplus beef and cereals to EC stores, and stiff cuts in cereal and oilseed prices.

The US had also made some efforts to curb output, but had not been willing to go as far as reducing price supports for its farmers, he said.

Mr Andriessen said the EC was quite willing to negotiate, but was determined in the meantime not to allow the US to push it out of export markets.

SPD says CoCom rules harm German exports

BY OUR BONN CORRESPONDENT

THE West German opposition Social Democratic Party (SPD) yesterday attacked East-West export restrictions, claiming they harmed leading export industries and damaged chances of political understanding with the Soviet bloc.

The SPD also stepped up its claims that Bonn's signing of an agreement with the US over the Strategic Defence Initiative anti-missile defence system had created further impediments to West German trade with the East.

Mr Horst Ehmke and Mr Wolfgang Roth, two deputy chairmen of the SPD's parliamentary group, yesterday hit out at the Parliament Co-ordinating Committee for Multilateral Export Controls

(CoCom) which vets the West's exports to the East bloc to prevent transfer of military technology.

CoCom has come under periodic attack from the SPD but the latest criticism comes at a time when some members of the Bonn government, led by Mr Martin Bangemann, the Economics Minister, have been indicating that they find some CoCom controls an unwelcome hindrance to expanding trade with the East.

The SPD claimed yesterday that the CoCom vetting system lengthened to at least four to five months the time taken for West German companies to receive export licences for selling information technology goods to Communist countries.

S Korea set to become world-ranking car maker

BY KENNETH GOODING, MOTOR INDUSTRY CORRESPONDENT

SOUTH KOREA will almost certainly become a mid-ranking car producer in world terms, overtaking the UK and coming close to Spain.

But progress could come to an abrupt halt because it is too heavily reliant on the US as its most important market and Japan for technology, according to a report published today by the Economist Intelligence Unit.

The report points out that this year Hyundai, South Korea's main car producer, will be joined in its attack on the North American market by Daewoo and Kia, between them accounting for 150,000 to 200,000 cars, bringing the total for South Korea cars sold in the US to nearly 400,000 or about 51 per cent of South Korea's forecast output of 780,000.

However, given the \$7.5bn

(\$4.5bn) trade surplus which South Korea has with the US, there is some danger that calls inside the US for protectionism might become louder and louder and might eventually be heeded, especially in the build up to and aftermath of the 1988 presidential election.

In any event, the South Korean car industry will remain on trial for some time until it has established the required quality, reliability and durability.

It is estimated that about 25 per cent of the value of the parts in Hyundai's cars for export is imported from Japan. Hyundai is seeking near-100 per cent local content "but this hardly seems realistic."

The South Korean Motor Industry: A rerun of Japan? EIU, Duke Street, London W1A 1DW, 0125 or 0125.

When cotton yarn processors James Sutcliffe & Sons Ltd were told of the massive savings they could make by switching from oil to electricity they were, frankly, sceptical.

Ian Flint, Industrial Sales Engineer at Yorkshire Electricity Board, had taken a hard look at the oil boiler - used to provide heat for steaming cotton yarn and for space and water heating in the works canteen - and predicted substantial benefits by switching to electricity.

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MANAGEMENT: Marketing and Advertising

"MOST BRITISH companies lacked any coherent marketing strategy. They lacked ambition and commitment to market share, and reacted defensively to the Japanese penetration of their markets... Often their products had no competitive advantages and they were left with the lower-priced, down-market segments."

This is no mere imagining of some nightmarish future for British industry, but today's reality, as revealed by a devastating new study of marketing in Japanese, American and British companies.

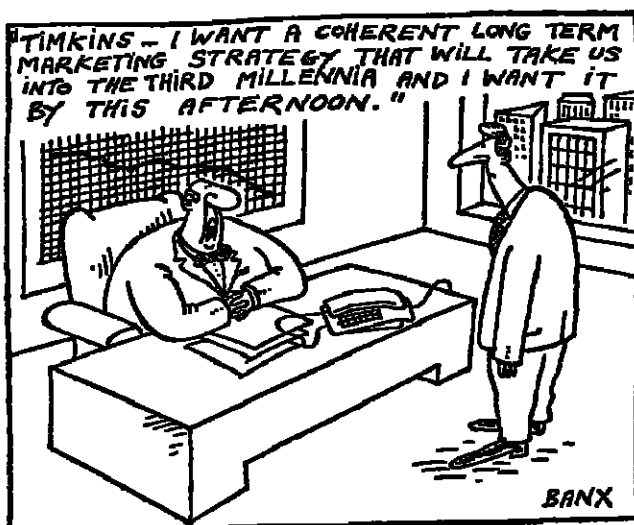
In its unearthing of whole-sale marketing incompetence, even with regard to such basic tools as customer targeting and positioning (see inset), the study paints a depressing picture of a shambolic British retreat from the Japanese challenge. It calls for drastic remedial action in almost every aspect of marketing.

The Americans are almost as bad as the British, claim Professor Peter Doyle and his research team from the UK's University of Warwick. As evidenced by the policies and performance of US multi-nationals operating in the UK market, American strategies and products tend to be poorly matched to local conditions outside the US, and to suffer from inadequate market research, weak organisation, and poor dealer support.

In US subsidiaries, headquarters pressure to improve short-term profits generally detracts from any local effort to remedy marketing problems, claim Doyle and co. The British, too, seek short-term profits at the expense of longer-term market position.

In shining contrast, the triumphant Japanese are motivated overwhelmingly by the dual quest for aggressive growth and market domination. Doyle and co report. The Japanese have a much clearer view of their existing and potential customers, and of how to reach them. They concentrate their marketing investments on high potential customer groups, while the British and Americans tend to spread their thinly across the entire market. And the Japanese differentiate by superior quality and reliability than do either the Americans or the British (many of the latter do not even try).

This image of almost inexorable western decline in the face of Japanese professionalism is based on the Warwick group's study of an exactly matched sample of 45 British, US and Japanese companies competing in four markets in the UK: hi-fi,



In the grip of marketing myopia

BY CHRISTOPHER LORENZ

"SEGMENTATION and positioning are at the heart of modern marketing," the Warwick study points out. "It was therefore alarming to discover that 47 per cent of British and 40 per cent of the US companies (versus 13 per cent of the Japanese) acknowledged that they were unclear about the main types of customers in the market and what their needs were."

As the marketing director of a flailing British company told the researchers, "I don't know if we segment the

machine tools, household electrical goods and office equipment.

The 15-company samples from each country included such well-known names as Kodak, IBM, IFT and Hewlett-Packard from the US, Amstrad, TI, Gestetner and Ferguson from the UK (the latter has just been bought by Thomson of France), as well as Canon, Sharp, Sony and National Panasonic (Matsushita) from Japan.

Doyle and co stress that there were some excellent US and UK companies in the sample, "with imaginative managements and good prospects." But overall they accuse the British of failing to understand what they call "the basic dynamics of markets," such as "that it is necessary to invest

market or how we really position ourselves against the competition, but I expect our advertising agency knows... I think we are probably up-market because we advertise in some very posh magazines."

Another typical comment, by the marketing director of a UK consumer durables company, was "we have not broken the customers down. We have always held the opinion that the market is wide... and the product has wide appeal, therefore we have the market down at all".

in growth markets," and that "losses of market share not only affect sales but also reduce cost competitiveness."

"Perhaps most of all, many failed to recognise the dynamics of competition—that today's multinational competitors are much more professional and committed to aggressive market share policies" than were the rivals of yesterday.

The reversal of the traditional Japanese and western positions in certain markets, with the Japanese product now seen as the more expensive and desirable one, is not always based entirely on Japanese product quality and production efficiency, argue the researchers. In hi-fi products, for instance, "many British and

American firms also had excellent products. Their weakness lies more externally, in inadequate knowledge of how the tastes of buyers, and the market is segmented, the requirements of successful growth strategies."

Doyle and his colleagues attribute this long catalogue of inadequacy not necessarily to ignorance of the basics of marketing, but also to ineffective US and British organisation structures.

Whereas the majority of the British companies in the sample still have traditional functional structures, "two-thirds of the Japanese were organised along product-division lines."

"The weakness of the British approach was that few managers had the professional commitment to the overall performance of key products. The sales or marketing director supervised sales of the whole portfolio of the company's products (eg hi-fi, TVs, computers, videos etc) but did not have the knowledge, incentive or time to champion any individual line."

Many UK companies also lacked budgeting or information systems which showed performance at the level of an individual market or product line. "Product/market performance was often obscured, and with it the individual commitment and professional responsibility for overall product results."

Given that the deficiencies of functionally based organisations are now so widely accepted in management circles, the researchers say "it is surprising to see how prevalent they still are."

US subsidiaries operating in the UK tended to suffer from lack of clear responsibility for their own actions, according to the study, with control of all or some of their marketing decisions exercised by European or international divisions, or even by subsidiaries in other European countries. As a result "no-one felt they had clear responsibility for, and control of, performance in the UK market."

All these differences in competence and performance relate more to professional skills than to national cultures or innate advantages, say Doyle and his co-authors. "These British and US companies that did succeed developed their own characteristic styles or were close to the Japanese in strategies and organisation."

By Peter Doyle, J. Saunders and L. Wright. Available from Professor Doyle, School of Industrial and Business Studies, University of Warwick, Coventry, CV4 7AL. Price £5.00.

UK pet foods

Barking up the right tree?

Alice Rawsthorn reports on a new entrant to a highly competitive market

TALES OF Davids trying to topple Goliaths are always popular: not least when a multinational company is cast in the role of Goliath and the battlefield is a market that a multinational has dominated for decades.

In this tale the Mars Group, or rather its Pedigree Petfoods subsidiary, plays Goliath and the battlefield is the British pet food industry which Pedigree has swamped since the early 1980s. As for David, his part is played by the Baker Group, a privately-owned meat company based in the Midlands, which is bracing itself to battle against Pedigree in the dog food market with a new venture dubbed Butchers Tripe Mix.

There are relatively few new product launches in the pet food industry. Its history is littered with corpses of failures. Paw, is a giant. Faithful and Stamina to name but a few. One by one manufacturers, both large and small, have beaten a retreat from pet food. Banks, Horvath McDougall sold out to Spillers in the 1970s; General Foods has withdrawn; and Heinz retreated earlier this year.

The reason for their failure is simply that the cost of entry to the market is extraordinarily high and, because of the structure of the industry, pet food production is only made profitable by exploiting economies of scale.

First both Pedigree and Spillers, a subsidiary of Dalgety and the only other major player, have invested consistently in new technology and have used these improvements in productivity to reduce the price of pet foods for the consumer. Thus the cost of dog and cat food has risen well below the retail price index and even though premium brands dominate the sector price competition is a feature of the market place.

Second, both companies support their brands by spending heavily on advertising. Pedigree spent £31.7m on its cat and dog foods last year, while Spillers invested £2m. It is therefore, not only difficult but very expensive for newcomers to enter the market. Last year the nation's dogs and

cats munched their way through 577m of pet food: Pedigree and Spillers claimed 52.5 per cent and 22.2 per cent of sales respectively. The penetration of own label is unusually low at 11 per cent.

Yet the market is, in theory, very fertile. The customer base is growing: the number of cats in the UK has risen steadily since the 1960s to 6.2m last year, according to the Pet Food Manufacturers' Association; while the dog population has risen since the late 1970s to 6.4m. In recent years larger dogs have become more popular—and bigger breeds, inevitably, eat more dog food.

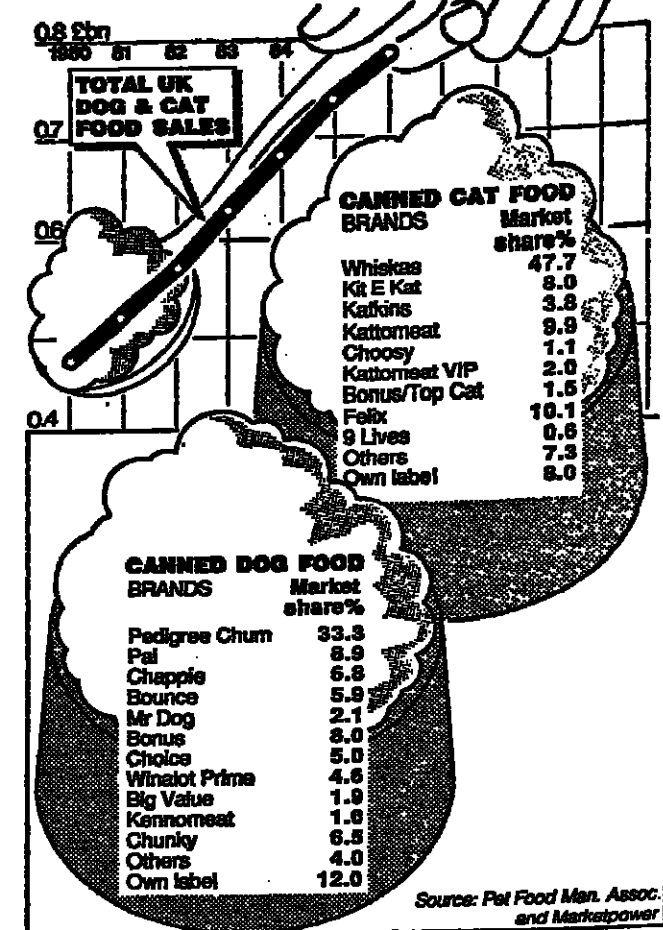
Moreover the trend for pet owners to treat their dogs and cats as a new expensive food has continued since the early 1970s, even surviving economic recession. The psychology behind this is simple. It may be socially acceptable for consumers to practise economy on children, or stint their spouses, but what sort of skintiff would deny their dog or cat the very best?

It is this penchant for premium products which prompted the Baker Group to develop Butchers Tripe Mix. The company has been involved with pet food production for several years through its Midland Petfood Canners subsidiary which can own-label products. But Butchers Tripe Mix will be its first branded product to be treated to a full marketing programme.

The new product is a mix of tripe — provided by Midland Meat Packers, a fellow subsidiary — and offal. Tripe is used by professional dog breeders, but is not generally available to dog owners. Baker intends to make the most of this "professional" association in the positioning of its product.

Last week the company began a trial television advertising campaign for Butchers Tripe Mix in the Central Television region, devised by Richardson Birckett and Partners. If the trial proves successful the campaign will be extended throughout the country.

Whether it will succeed remains to be seen. Pedigree and Spillers have dominated the £900m



canned dog food market since the 1970s when it matched the laurels of market leader from Spillers' Kennomeat. Pedigree has invested heavily in China. Last year it spent \$7m on the advertising campaign, created by Ted Bates, which has run for 22 years.

But the premium dog food market is expanding, as Spillers has proved with the launch of Winolot Prime which has won 5 per cent of the market since its introduction two years ago. Prime, which took four years to develop, is the most expensive new pet food that Spillers has ever launched. Yet most of its sales have been won from cheaper brands, as dog owners treat their pets to a more expensive product, rather than Chum.

Meanwhile Pedigree has concentrated on cat food. Earlier this year it introduced a new formula for Whiskas, its brand leader, just as Spillers has done for Katniss. It also pioneered a new area of the cat food market when Sheba, a new "super premium" product, went into test in the South East.

Sheba has been devised for the very indulgent cat owners who pamper their pets with fresh food. Ironically Pedigree developed the prepared pet food market in the 1950s and 1960s by persuading less affluent pet owners to plump for canned food rather than fresh scraps. But everything about Sheba — from its neat plastic packaging, to its advertising through Grey, to the price — has been contrived to evoke indulgence. Spillers threatens to retaliate with a "super premium" product of its own possibly next year. While Pedigree—which recently withdrew from television advertising in protest at escalating rates — promises that it will "continue to look at every possible area of development."

Yet in their pursuit of innovation pet food manufacturers — whether Davids or Goliaths — should heed the cautionary tale of Springer, a product launched by Spillers in the 1970s.

In theory Springer, which came in sachets of chunky semi-moist dog food, offered everything for the modern pet owner: convenience, nutrition and novelty. Spillers supported it with an expensive campaign. The only problem was that it did not sell. Springer was withdrawn within a few years.

FINANCIAL TIMES

Suisse Romande

The Financial Times proposes to publish a survey on the French speaking part of Switzerland on September 25th

Among the subjects under review will be: Banking and Finance private portfolio management and new instruments

★ Industry watchmaking, computers and world business headquarters

★ International negotiation disarmament, telecommunications, commodities and olympics

★ Education and R&D boarding schools, four universities, two international business school and university institutes for diplomacy, European and third world development

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for full details, please contact: Gunter Breittling Financial Times (Switzerland) Ltd 15, rue du Cendrier, 1201 Geneva Tel. 022/311 604 Telex 22589

FINANCIAL TIMES EUROPE BUSINESS NEWSPAPER The content size and publication date of surveys in the Financial Times are subject to change at the discretion of the Editor

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Interim Report 1987

	(Unaudited)	Six months ended 30th April 1987	1986
		£'000	£'000
Historical Cost Accounts			
Sales		17,699	16,088
UK		31,130	27,426
Overseas		48,839	43,514
Profit before taxation, interest and minority interest		4,690	4,088
Share of losses of associated company		—	(16)
Interest expense, net of interest income		(668)	(723)
Profit before taxation and minority interests		4,122	3,349
Estimated taxation - UK		(609)	(577)
Overseas		(1,259)	(804)
Profit before minority interests		2,254	1,968
Minority interests		(2)	(36)
Net profit		2,252	1,933
Interim dividend		(479)	(407)
Profit retained		1,873	1,526
Earnings per share		8.6p	7.1p
Interim dividend per share		1.75p	1.50p

CHAIRMAN'S STATEMENT

Total Group sales and profits to April 30th were a record £48.8m (1986 - £43.5m) and £4.12m (1986 - £3.35m) respectively. These results are generally as I anticipated when I presented my 1986/87 report and are in line with my comment at that time that the second half of 1986/87 would be the strongest.

The last year has been one in which orders have increased by 20% over the corresponding previous period. There has been a recovery in the order book for larger systems in Eurotherm Corporation in the U.S.A. and T.C.S. Limited has also received a number of large orders for projects with an extended delivery schedule. As a consequence, the Group order backlog has grown by some 30% in comparison with June 30th 1986, but the delivery rate has not increased by a similar amount. Shipments should improve significantly in the remaining months of the year.

There has been some unevenness in performance worldwide, the U.S.A. doing particularly well with improved results from all companies. In the UK, there has been excellent growth from T.C.S. and S.S.D.; Eurotherm and Chaswell recovered from poor spells in late 1986 as new products gained increasing acceptance. On the Canadian business has been rather flat in most companies, although Chaswell in France and Germany have been notable exceptions. Our newer product ventures, Robocom (C.A.D. in the UK and U.S.A.), CAMM Technology (Industrial manufacturing) and InfoCare (point of sale computerising of bars and clubs), have not done as well as we had hoped at this stage but demand for their products is accelerating.

We announced recently the acquisition of Kironex Gearing Systems Limited, a company specialising in the measurement of the thickness of plastic and paper films and sheets. Its activities complement those of our Eurotherm, S.S.D. and T.C.S. companies and we believe the addition, apart from contributing directly to profits, will produce overall benefits by widening the available market for our control systems generally.

Overall, I believe the last six months have seen further progress in market penetration and product improvement. There is a growing worldwide awareness of our abilities as a supplier, customer approval is increasing and larger orders are coming our way. Given a continuation of reasonable market conditions, I believe this year will see a resumption of our earlier growth.

In the light of the improving performance, the Directors recommend an increased interim dividend of 1.75p per share (1986 1.50p) which will be paid on 1st October 1987 to shareholders on the register on 14th August 1987.

AJS JYSKE BANK

US\$100,000,000 Subordinated Floating Rate Notes due 1995

In accordance with the terms and conditions of the Notes, notice is hereby given that for the six months period from July 13th, 1987 to January 13th, 1988 the Notes will carry an interest rate of 7 1/2% (including the margin of 1/2%).

The Coupon amount so calculated will be US\$396.84 for denominations of US\$10,000 and US\$8,423.61 for denominations of US\$250,000.

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UK NEWS

Treasury sees new cash dimension

BY PHILIP STEPHENS, ECONOMICS CORRESPONDENT

THE TREASURY prides itself on being the toughest of government departments, untainted by the populist instincts of the rest of Whitehall. It will happily put 10p on the price of a pint of beer or slash the hospital building programme if cash is needed to balance the books.

But even the toughest can be cowed; and when it comes to meddling with the nature of the cash in people's pockets, the Treasury knows its limitations.

Consultation, communication, opinion polls, democracy were, therefore, the unfamiliar buzzwords in Whitehall yesterday as it unveiled its latest proposals to replace the present 10p and 5p

pieces with two lighter, smaller, coins.

Mr Nigel Lawson, Chancellor of the Exchequer, was shrewd enough to delegate to Mr Peter Brooke, the paymaster general, the unhappy task of persuading a horde of sceptical journalists that it was all for the good.

Well-briefed, but clearly nervous, Mr Brooke insisted that the purpose of the exercise was "to give people what they want."

The future over decimalisation, the scorn which greeted the 20p coin, and the deep affection still felt by many for the former threepenny bit have clearly left their scars.

The problem, Mr Brooke explained, was that the present 10p and 5p coins, the last remnants of the pre-decimal era, are too bulky and heavy. As the glossy pamphlet prepared by the Royal Mint as the basis for consultations said, heavy coins tend to make holes in pockets, inconvenience trades people and make life difficult for the banks.

After extensive polling, with special consideration paid to the needs of the unsighted, the answer seemed to be to shrink the size of the 10p coin - leaving it roughly the size and weight of the present 5p - and similarly to scale down the 5p coin to about the size of the old shilling coin.

Of course nothing, Mr Brooke insisted, would be decided until the end of the consultation period in late September. In the meantime the Mint would be sending out free copies of its booklet, a battle version would be produced, and he would write to every MP to elicit the views of constituents.

As everyone knew, "the Government is extremely sensitive to democratic opinion... we always pay attention to everything that is said to us". Could, though the Treasury really have experienced such a damascene conversion?

A bright young journalist quickly spotted the catch. Had

not 50 per cent of those asked in the Treasury's initial polling replied that they wanted no change in the coinage?

So what would Mr Brooke do if a similar majority rejected the change during the consultation period? Ah, well, the Government was not "conducting a referendum."

History had shown that new coins which at first had been vigorously opposed were warmly welcomed once they were introduced. The 50p piece, for example, had now "entered into the affection and loyalty of the general public," the paymaster general insisted. His officials smiled quietly.

Kinnock points way ahead for party

By Peter Riddell, Political Editor

MR NEIL KINNOCK, the Labour leader, yesterday warned his MPs and activists not to accuse him of selling out or treachery if the party undertook a reappraisal of its attitude towards such policy areas as housing and public ownership.

He emphasised the need for a wide-ranging policy reassessment in which the party had to be candid. He underlined its radical extent by saying that policies, unlike plants, could be examined only by pulling them up at their roots.

Mr Kinnock said the party had to appeal to people's self-interest which was not the same as selfishness or self-indulgence. He was speaking at the end of an inquiry by the Parliamentary Labour Party into the general election result.

The campaign itself was widely praised, although several MPs said it was not enough to make an effort for four weeks - four years was necessary. Defence was hardly mentioned and most of the discussion was on the economy.

Referring to a reassessment of the policy on public ownership, Mr Kinnock said: "I hope there will not be continued attacks on me and fellow members of the Shadow Cabinet when we carry out the reappraisals, and we will not be accused of being guilty of bad faith, a sell-off or treachery." Whatever emerged would be in line with the principles of the party, he said.

Mr Bryan Gould, Labour's trade and industry spokesman, said that any review would look at the presentation of the party's policies for the 1990s, and he pointed to the dramatic impact of North Sea oil on British politics and the success of the Tories.

Mr Roy Hattersley, the party's deputy leader, referred to the need to campaign over a longer period, to concentrate on the leader's increased stature and an awareness that a federation of minority interests would not give a majority at a general election.

Mr Paul Boateng, one of the party's four new black MPs, said people like Mr Kinnock and him were the beneficiaries of the welfare state, but the new generation of voters were the children of Thatcherism.

Railways make first operating surplus for three years

BY KEVIN BROWN, TRANSPORT CORRESPONDENT

BRITISH RAILWAYS BOARD yesterday announced its first operating surplus after interest payments for three years, but admitted that it was not yet on course to achieve Government profit targets for its non-subsidised businesses.

The board reported an operating surplus of £73.7m for the year to March, reduced to £24m after interest payments of £49.7m. This compares with losses after interest of £11.5m last year and £288.1m in 1984/85.

The corporation declared a net loss of £82.6m at the bottom line, however, after extraordinary provisions of £25m to finance restructuring of the loss-making Freightliner

and British Rail Engineering divisions.

The board said that these provisions were designed to benefit the business in future years, and did not reflect current performance.

The improved operating result follows reduced losses on passenger services, and substantial increases in profits from property and Travellers Fare, the station catering operation which is being privatised. Railfreight, the principal goods train operator, made a profit for the first time since 1983.

The corporation also reduced its subsidy requirement for passenger services by £110m, completing a 27 per cent reduction in grants to

£720m from £900m in 1983. This was £16m more than required by the Government.

Sir Robert Reid, the corporation's chairman, forecast that the business was "on course" to meet Government demands for a further 25 per cent cut in subsidies on its Network South East and Provincial services by 1990.

He gave a warning, however, that a further Government requirement for the remaining businesses to achieve a return of 2.7 per cent as a current cost operating profit on net assets before interest by 1989-90 was unlikely to be achieved on current forecasts.

Background, Page 3

Unions ready for fight to defend ferry jobs

BY JIMMY BURNS, LABOUR STAFF

DIVISIONS between British unions over the future of the Anglo-French Channel Tunnel look set to deepen after the decision of the National Union of Seamen (NUS) and the Transport and General Workers' Union (TGWU) to work towards joint international action in defence of members employed by ferry companies.

The NUS and the TGWU have formed an umbrella grouping together with the white collar Apex, and the National Union of Marine, Aviation and Shipping Transport Officers, to pool information on the project and co-ordinate industrial action in the event of any significant job cuts being threatened.

The group called the International Channel Ferry Trades Unions claims to have the backing of unions in France, Belgium and the Netherlands.

The NUS claimed yesterday that the Channel tunnel would force leading ferry companies such as Townsend Thoresen and Sealink to shed labour and hold wages down in order to cut costs and remain competitive.

However, its views on the Channel tunnel differ substantially from those of another group formed by the National Union of Railwaymen (NUR), the AEU engineering union, and the construction workers union Ucat.

This group, called the Trade Union Channel Tunnel Group, has actively lobbied the British parliament in support of the project.

"The project is more than a tunnel for us. It will revitalise the railway system in the UK", the NUR said yesterday.

The dissident International Channel Tunnel Ferry Trades Unions is still awaiting the endorsement of union leaders for its formal constitution. But the NUS, which claims that nearly 20,000 sea and shore jobs on both sides of the Channel are threatened by the tunnel project, indicated yesterday that the group could be used to bypass current UK legislation restricting supportive strike action.

After a meeting last week in Ostend, North European seafaring and transport unions are considering initiating a pilot scheme of international labour co-ordination within Townsend Thoresen, the largest Channel ferry operator.

"Employers have for long operated on a multinational basis. Its time that unions did the same", the NUS said yesterday.

The emergence of rival union lobbies over the Channel project follows the apparent incompatibility of interests within the International Transport Federation to which railway and seafaring unions are both affiliated.

Ministers prepare radical DTI review

BY OUR POLITICAL EDITOR

THE WHOLE range of the Department of Trade and Industry's (DTI) policies and functions is to be reviewed by its ministers at a special weekend meeting in September.

Lord Young, the Trade and Industry Secretary, has said he wants to re-examine everything the DTI does towards his objective of making it more a department of enterprise and wealth creation.

After just over a month in the

post gaining impressions and meeting officials, he has asked ministers to consider a number of wide-ranging options, both for immediate policy and longer-term strategy. These will look at both whether the department has the right objectives and whether they are being implemented in the right way.

Papers are now being circulated ahead of the weekend meeting which will just be attended by min-

isters.

Lord Young's desire for a fundamental reappraisal reflects the general view of senior ministers that the DTI has lost its way. This partly reflects the succession of secretaries of state, four in the life of the last parliament, and the contraction of its industrial intervention and nationalised industry responsibilities. This has left the department with a reduced influence within Whitehall.

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NOTICE TO WARRANTHOLDERS

In accordance with the provisions of the Warrant Agreement, the Board of Directors of MOET-HENNESSY SA hereby notify holders of the company warrants detached from 1% Bonds due 1987 that an Extraordinary Meeting, on August 4th 1987 at 10.15 a.m., will be held at the Company's registered office to consider the following agenda:

-In accordance with the provisions of article 313, para 3 of the law of July 24th 1966, approval of the contemplated partial business transfer to MOETHE PARTICIPATIONS company, submitted to the Extraordinary Meeting of shareholders called for August 25th 1987 and, failing to attain the required quorum, postponed until September 2nd 1987

-the granting of powers to third parties to carry out the necessary legal formalities

-the determination of the place where the powers of attorney of the represented bondholders and the minutes of the meeting, as well as the attendance list, will be deposited

No action may validly be taken by the Extraordinary Meeting unless holders at least holding one half of the aggregate principal amount of the Warrants then outstanding, are present or represented at the meeting.

To be admitted to or be represented at the meeting, holders of Warrants must deposit their Warrants two days prior to the meeting with the following paying agents where cover of attorneys are available:

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Paradeplatz 8 - 8021 Zurich, Switzerland

-DEUTSCHE BANK AG
Taunusanlage 12 - 6000 Frankfurt Am Main

-GENERALE BANK
1 rue de la Chancellerie - B 1000 Brussels, Belgium

-LAZARD FRERES & CIE
121 boulevard Haussmann - 75008 Paris, France

The resolutions and report to be presented at the meeting are available for examination at the registered office of the Company.

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UK NEWS

Court of Appeal warns press over Wright case

BY RAYMOND HUGHES, LAW COURTS CORRESPONDENT

THE Court of Appeal yesterday warned that any publication of information from the Peter Wright case might be contempt of court. Sir John Donaldson, Master of the Rolls, said no decision could be made in a particular case until the newspaper concerned had had a chance to defend its action in court.

However, he said: "Interference with the course of justice is a very serious matter and publishers will not doubt wish to consider their duty with care before they do anything which could have this result."

Sir John referred to publication by the Sunday Times last weekend of the first of a proposed series of extracts from Mr Wright's book, *Spycatcher*, published in the US two days ago. Sir Patrick Mayhew, QC, Attorney-General, has issued contempt proceedings against the newspaper.

The Sunday Times claims to have had legal advice that it would not be in contempt. It was because of a High Court ruling by Sir Nicholas Browne-Wilkinson, Vice-Chancellor, that three other papers that had published extracts from Mr Wright's book could not, as a matter of law, be guilty of contempt.

Sir John said: "We should make it clear that if any publisher has been advised that the judgment of the Vice-Chancellor gave them a licence to publish without committing a contempt of court, his adviser has made an elementary error of law."

Sir John, allowing an appeal by the Attorney-General against Sir Nicholas's ruling that the Independent, the London Even-

The government may have a better chance of sequestering Peter Wright's US royalties from his book *Spycatcher* than it ever had in suppressing the publication of the book. This appears from an analysis of the US law and practice published by Mr David Hooper, a leading defamation lawyer and author of *Official Secrets, the Use and Abuse of the Act in the latest issue of the Law Magazine*. Mr

Hooper who acts as a solicitor for Helmsmann, says the US restricts former intelligence officers who wish to write their memoirs by obliging them to submit their book to the Publications Review Board but they do not try to suppress entire books; rather the board negotiates with the author with a view to eliminating passages which it considers damaging to the security of the state.

Last month the Vice-Chancellor rejected the Attorney-General's contention that the Independent, the London Evening Standard, the London Daily News and any other newspaper that published information attributed to Mr Wright.

"We say 'could be' in contempt of court and not 'were' in contempt of court because none has yet had an opportunity of putting forward a defence," he said.

Sir John said the Court of Appeal would give detailed reasons for its decision later, possibly on Monday. He said the situation was completely novel... and complex and it was important that the court should give guidance on the law which concerned in particular the intentions of the person said to be in contempt.

He emphasised that in taking contempt proceedings against newspapers the Attorney-General had acted in his official capacity as the person responsible for ensuring there was no interference with the administration of justice "and not, repeat not, as a member of the Government."

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Thousands of groups 'breaking data laws'

By Richard Evans

AT LEAST 100,000 organisations in Britain are breaking the law by failing to register under the data protection laws more than a year after they came into force, and the first prosecutions might be launched shortly.

According to Mr Eric Howe, the data protection registrar, about 115,000 businesses and individuals who use computers to store personal information have registered. That is little more than half of those who need to comply with the terms of the 1984 Data Protection Act.

The act, the last stage of which came fully into operation on November 11 when individuals will have the right of access to their personal files, requires everyone who holds personal data information to register, unless it is for payroll purposes only. Technically, those who fail to register are liable to fines of £2,000 by magistrates and unlimited fines by higher courts.

Mr Howe said yesterday: "We are getting to the stage where we can't keep over backwards to avoid prosecutions any more."

He said he had adopted a stick-and-carrot approach so far. The carrot was a simplified registration procedure for small businesses, the category that formed the majority of those which had failed to register, and the stick was a sharp increase in the number of checks.

A total of 7,617 checks were made in the past six months and 93 organisations appeared to have failed to register for no good reason. "We shall be moving to the prosecution stage in the near future," Mr Howe said.

There was no excuse for larger organisations not to have registered, but it seemed probable that a number of smaller organisations remained uncertain and confused, the report of the Data Protection Registrar says.

So far, 225 complaints have been received by the registrar but this is expected to increase sharply after November 11. About 30 per cent of the complaints concerned the receipt of unsolicited mail, and the next most significant category concerned the provision of credit reference information.

The Registrar of the Data Protection Registrar, HMSO, £5.60.

DBS operator lines up electronics

BY RAYMOND SNOODY

BRITISH SATELLITE Broadcasting, Britain's DBS operator, tomorrow meets microchip manufacturers to ensure electronics needed for satellite broadcasting are made on time.

The company will try to persuade TTT, Mullard, Texas Instruments and Motorola to make the special D-MAC chips needed for reception equipment.

Mr Graham Grist, BSB finance director, yesterday said the company was prepared if necessary to offer suitable incentives to ensure vital chips were ready to place the receiving equipment in the shops for an autumn

1989 launch of the service. The possibilities include BSB helping to fund the design of the microchips in return for royalties. Nordic, a Norwegian company, is working on the chips, which convert the satellite signal for television use. However, BSB wants a variety of suppliers.

The news of the meeting came as BSB awarded the British direct-broadcasting-by-satellite franchise last year, announced the signing of first-round financing totalling £22.5m and of a contract worth \$304m (£18.8m) with Hughes Aircraft of the US for production of two high-

power satellites. The formal Independent Broadcasting Authority franchise contracts will be signed today.

BSB plans to launch three new channels of national television in Britain—broadcasting direct from space to dish-aerials 1-ft in diameter on individual homes in a £625m project.

The four funding BSB shareholders and their investments are: Anglia Television, £11.5m; Granada Group, £8m; Pearson, publisher of the Financial Times, £30m; and Virgin Group, £25m.

Several other investors signed commitments this week. They are: Bond Corporation Holdings, £50m; Chargeurs, £24m; Invest International Holdings, £5m; London Merchant Securities, £10m; Next, £10m; Reed International, £20m; and Trinity International Holdings, £2m.

A further £400m round of financing will be held soon after the service begins. It will mostly be equity finance. At about the same time the consortium will have to pay Hughes about \$100m in deferred finance on the satellite contract.

Anglo-Irish talks due today

BY HUGH CARNEY IN DUBLIN

BRITISH and Irish Ministers are to hold an Anglo-Irish conference meeting in London today, two days after Unionist leader Ian Paisley of the Democratic Unionist Party, met senior NIO officials for 20 minutes on Tuesday night, their first contact with the Government for 18 months.

Officials in Dublin are pleased that the British side was prepared to hold a further discussion, the first since the Conservative Government was returned to office, in the same week as the renewal of contacts with the Unionist camp, illustrating the continued operation of the 1985 agreement.

However, the Flannery Fall Government has deliberately refrained from comment on the return to talks by Unionists for fear of upsetting a move it welcomes.

Mr James Moynihan, leader of the official Unionist Party, and the Rev Ian Paisley of the Democratic Unionist Party, met senior NIO officials for 20 minutes on Tuesday night, their first contact with the Government for 18 months.

Mr Moynihan and Mr Paisley are demanding the suspension of the agreement as a condition for the fair employment policies and announcing steps to be taken as a result of an investigation into the Royal Ulster Constabulary's operating methods.

The conference, jointly chaired by Mr Tom King, the Northern Ireland Secretary of State, and Mr Brian Leelan, the Irish Foreign Minister, is unlikely to make any public reference to the Unionists.

Cross-border security, police relations with the nationalist community, including their handling of the annual Protestant street marches, and employment discrimination against Roman Catholics are on the agenda.

Dublin will have been encouraged by statements in Westminster yesterday reaffirming Britain's commitment to enforce fair employment policies and announcing steps to be taken as a result of an investigation into the Royal Ulster Constabulary's operating methods.

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Science park adopts US style

By Anthony Moreton

BRISTOL and Bath universities have joined forces with Bristol Polytechnic, Chesterfield Properties, Hambro and Smith, a private company, to build the largest science park in Britain alongside the M4 motorway just outside Bristol.

Emerson's Green Development Company has been set up by the six partners to fund a £250m project, which promises to be modelled more on American ideas about science parks than current British thinking.

The 35 British science parks built in the last 15 years (with another six at the preparation stage) tend to be small in size and linked with their sponsoring university.

Emerson's Green, by comparison, will cover 500 acres and provide 5m sq ft of research and development space. It is expected, when completed, to provide work for 10,000 directly and a further 4,000 indirectly off the site.

Like American science parks it will incorporate 500 houses and 50 flats in what the company describes as a "country-club-style setting." There will also be a 200-bed hotel-cum-conference centre, and associated shopping facilities.

Mr Christopher Turner, who runs ETL as an entrepreneurial vehicle and is to be chief executive of Emerson's Green, said at the launch in Bristol yesterday that the project "represents an exciting national first in co-operation between the public and private sector."

It will be the largest science research park in the country and we expect it to be a major attraction to inward-investing American and Japanese companies.

The project, which will have a science research foundation incorporated into it and may also have a college of entrepreneurship, immediately drew the blessing of the Government, Lord Young, Secretary of State for Industry, called it a "major venture," and Mr Kenneth Baker, Secretary for Education, described the park as fitting in with the central theme of higher education policy.

Indicators give unclear picture

By Janet Bush

THE Government's leading indicators of turning points in economic activity continue to give an unclear picture.

The longer leading indicator, which aims to signal turning points in the economy about a year in advance, has shown a sustained increase since December but has been dominated by the bull market in equities. This has made it difficult to calculate and the Central Statistical Office said the most recent values of the index may well be subject to downward revision.

North Sea oil production falls

NORTH SEA oil production fell below 1m barrels a day in June for the first time since March 1982, according to the latest monthly survey by the broker Wood Mackenzie. This reflects major shut-downs for summer maintenance as well as the fact that North Sea oil output is now on a declining trend.

The broker estimates that June output averaged 1.92m b/d compared with 2.66m b/d in January and a record of 2.76 b/d in January 1986. Output is expected to recover to some 2.4m b/d by the autumn.

Cement bodies in merger

THE Cement Makers' Federation and the Cement and Concrete Association are to merge their operations following the decision earlier this year by British cement makers to end the industry's common pricing agreement.

Saatchi merges two US acquisitions

BY CLAY HARRIS

SAATCHI & SAATCHI, the advertising and business services group, yesterday announced the merger of two of the US agencies it bought last year, Becker Spivogel and Bates World.

The combined New York agency will be the flagship of Becker Spivogel Bates Worldwide, one of two international networks into which Saatchi has grouped most of its advertising interests.

With annual billings of \$9.7bn (£2.5bn), BSBW will rank behind its sibling, Saatchi & Saatchi Advertising Worldwide, which bills \$4.1bn annually. Saatchi also owns several specialist independent agencies with combined billings of about \$600m.

Taken together, the Saatchi agencies are the largest in the world, with billings far exceeding the estimated \$4.5bn of US-owned Young and Rubicam, the nominal leader.

The reorganisation had been expected for several months after Saatchi's US buying spree early last year. In the space of four months, it bought Dancer

Fiat follows Ford with variable transmissions

BY JOHN GRIFFITHS

FIAT joined Ford yesterday in becoming the first manufacturers to offer cars in the UK market fitted with continuously variable transmissions (CVT).

The transmission, developed jointly by Van Doorne Transmissie of the Netherlands, Ford and Fiat, is seen by some industry observers as potentially heralding the end of both manual and conventional automatic gearboxes for volume-built family cars.

It works by a system of various sizes of pulleys connected via steel belts. That allows the engine to operate at its most efficient speeds for power and economy with the transmission changing the road speed to suit.

The effect has been compared with an aircraft's take-off: the aircraft gathers speed only after the throttles have been opened.

Fiat is launching the transmission in a 1.1-litre version of its Uno hatchback, which is being called the Selecta. Its price of £6,350, which includes

Employers told to act on PRP

By Philip Stephens, Economics Correspondent

THE Government yesterday urged employers to act quickly to register profit-related pay (PRP) schemes when the legislation providing tax relief for them becomes law with passage of the Finance Bill, expected next week.

Mr Peter Brooke, the Paymaster General, said the Inland Revenue would be producing guidance notes on the eligibility of different schemes over the next two months.

To qualify, companies would have to register before the start of their next financial year which, for many, would be January 1988.

Mr Brooke, who was speaking to a conference in London, said that so far 21,000 employers had expressed an initial interest in the plan. They included 120 of the top 250 companies, which he described as "most encouraging."

The legislation, first announced in the March Budget, provides that up to half an employee's profit-related pay will be free of income tax up to a point where the total is £5,000 or 30 per cent of income, whichever is the lower.

Mr Brooke said that for an individual on average earnings, with 30 per cent of pay as PRP, the income tax saving would be the equivalent to 4p of the basic rate.

He also strongly defended the Government's decision to phase out the exemption from National Insurance Contributions of cash contributions to employees through discretionary trusts.

The decision has attracted fierce criticism from some employers, who argue that it will undermine longstanding profit-sharing schemes in leading companies such as ICI, Sainsbury and the Joint Lewis Partnership.

The Paymaster General, however, insisted that the change was necessary because trusts were being used as avoidance schemes. The PRP income tax relief would be worth more to employees than the National Insurance exemption.

New look notes

NEW VERSIONS of the £5 and £10 will be issued from today, the Bank of England has said. The changes are designed to improve the security of the notes against counterfeiting. Existing £5 and £10 notes will continue to circulate.

Growth of DIY retailing 'destined to continue'

BY ALICE RAWSTHORN

DO-IT-YOURSELF retailing, one of the most dynamic areas of the retailing sector in the 1980s, is destined for continued growth into the next decade, with DIY superstores continuing to increase their market share, according to a report.

The DIY retailers—which sell home products such as paint, tools, timber and bricks—secured sales of £2.74bn in 1986, an increase of 19 per cent on the previous year. The market's share of retail sales increased from 2.6 per cent to 2.9 per cent.

Given that home ownership is growing and DIY is becoming more popular, the report from Verdict, the retail analysts, expects further expansion.

The market is dominated by superstores. B & Q, the biggest of all and a subsidiary of the Woolworth retailing group, boosted its share of sales from 19.7 per cent to 21.2 per cent last year. Home Charm, part of the Ladbrooke leisure business, rose from 11.3 per cent to 12.4 per cent, as did Payless, owned by Ward White, the retailing concern, from 8.5 per cent to 9.7 per cent. W. H. Smith's Do-It-All showed the

fastest growth, increasing its share from 4.1 per cent to 5.2 per cent.

In 1986 the 637 superstores accounted for 50 per cent of DIY sales. During 1986 Verdict estimates that superstore sales rose by 21 per cent.

MARKET SHARES OF DIY SALES, 1985-86

	1985	1986
B&Q	19.7	21.2
Home Charm	11.3	12.4
Payless	8.5	9.7
Do-It-All	4.1	5.2
Hemphel	3.5	3.9
Wickes	3.8	3.4
Great Mills	2.8	3.3
Feds	3.0	2.7

Source: Verdict

to £1.81bn, accounting for 55.2 per cent of the DIY market. By contrast, in 1980, the superstore share was just 18.4 per cent.

Verdict forecasts that there will be 780 superstore units by the end of this year.

Verdict's DIY retailers from Verdict Research, 115 High Holborn, London WC1V 6JS (£450).

Welsh Office criticised

BY RALPH ATKINS

THE Welsh Office is criticised in a House of Commons committee report for its length attitude to public bodies it sponsors.

In particular, the committee of public accounts described as "complacent" the department's response to serious management difficulties at the National Museum of Wales highlighted in a report from the National Audit Office in 1984.

"We are astonished that apparently they did not press the museum on progress in resolving the acknowledged management failings even when they were approving every year grants of some £5.5m," the committee says.

The report covers the sponsorship by the Department of the Environment and the Welsh Office of nine non-departmental bodies that received grants totalling £11m in 1985-86.

The bodies include the Countryside Commission, the Sports Council and the Nature Conservancy Council and similar organisations in Wales.

The Department of the Environment is praised for taking an "involved, positive and disciplined" approach to its sponsorship.

But it says the Welsh Office needs to take a more assertive role to help to ensure the high standard of accountability and financial management.

Sponsorship of Non-Departmental Public Bodies Report from the Committee of Public Accounts, HMSO, (£5.20).

Private payphone plea

BY DAVID THOMAS

A JOINT VENTURE between two small British and US companies wants to challenge British Telecom's monopoly over payphones.

Payphones, would like to invest about £10m in installing about 30,000 payphones over three years. One fifth of the phones would be in public places, and the rest rented by private businesses such as hotels.

The venture has applied to the Office of Telecommunications, the industry's regulatory body, for a licence to operate payphones.

Van den Berghs assures OFT on margarine price

BY ALICE RAWSTHORN

VAN DEN BERGHS JURGENSE, a subsidiary of Unilever, the Anglo-Dutch food and consumer products group, has given an assurance to the Office of Fair Trading that it will not seek to impose minimum resale prices on its margarine products.

The assurance follows an OFT inquiry into allegations that Van den Berghs had attempted to prevent retailers from selling Flora, its market leading margarine, below a minimum price.

Flora is the leader in the spread market, with 8 per cent of sales according to the estimates of the stockbrokers Henderson Cassels. In the early 1980s, it has emerged as Van den Berghs' most successful product by leading the trend towards "healthier" spreads.

Such price-cutting presents manufacturers with difficulties in that, in the long term, it can jeopardise the premium status of their brands.

Flora is the leader in the spread market, with 8 per cent of sales according to the estimates of the stockbrokers Henderson Cassels. In the early 1980s, it has emerged as Van den Berghs' most successful product by leading the trend towards "healthier" spreads.

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JAYI 201520

Kevin Brown reports on how Sir Robert Reid has pleased the only shareholder the railways need to worry about Subsidies into the siding as BR takes main line to profit

SIR ROBERT REID, chairman of the British Railways Board, has pulled off something of a coup by bringing the corporation back into profit while cutting government subsidies by more than a quarter.

True, the profit after investment payments was a mere £2.4m on turnover of nearly £3.2bn — hardly enough to keep a board in the private sector safe from its shareholders.

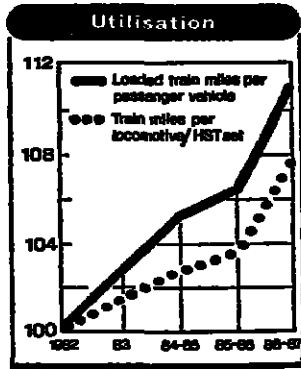
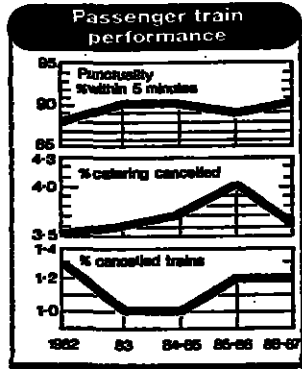
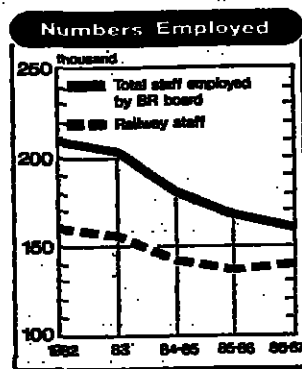
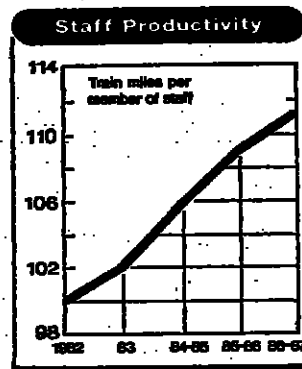
The word from Westminster yesterday, however, was that Sir Robert has more than pleased the only shareholder he has to worry about — the Government.

The reduction in subsidies totals £260m over the last three years, and £100m in the last year alone. That brings down the requirement for 1988-89 to £720m, which is £16m below the government target.

Sir Robert is proud of that reduction in support from the taxpayer and dismisses claims by the railway unions that the railway is being run down through lack of financial support.

In common with other senior managers, he says the introduction of a clear government direction on subsidies in 1983 has done the corporation a power of good, after decades in which ministers kept moving the goalposts.

The view from Euston House, the board's newly refur-



bished corporate headquarters, is that the government targets have been revised management by setting tough but achievable targets. They have forced the corporation to maximise its resources.

The immediate cause of the improved results is a better performance from all the main BR divisions, with the exception of Parcels, British Rail Engineering (Brel) and Freightliner.

Losses were reduced in all three passenger sectors subsidised by government grants: InterCity, the flagship inter-urban express service, down £17m to £96.4m.

Network Southeast, the London commuter operation, down from £214.4m to £163.3m.

Provincial, the provider of

local and regional services, and the main loss-maker, down from £507.4m to £473.6m.

Among the other main businesses, Railfreight reported a profit of £24.7m after four years of losses, reflecting the benefits of reorganisation and closure of the loss-making Harwich-to-Zebrugge train ferry.

Property development and rental also produced £54.7m. It is expected to continue to contribute big profits as more joint projects with the private sector proceed at Liverpool Street and Euston in London, and a number of sites in the province.

Travellers Fare, the station catering subsidiary, which is being privatised, increased

profits as well, by 20 per cent to £5.5m.

The board has set aside £35m to finance reorganisation of two of its loss-making subsidiaries, Brel and Freightliner, and is in the middle of a review of the future of both.

Brel reported a loss of £5.3m, compared with profits of £4.4m last year. The change was due mainly to losses on BR contracts for which it was forced to compete with private-sector suppliers.

Brel is nevertheless believed to be a potential candidate for privatisation.

Freightliner lost £8.4m, in spite of the controversial closure of night depots in January.

The parcels division lost £3.1m, compared with a profit

of £3.4m last year. The drop was largely attributable to the loss of the News International newspaper contract, which has since been compounded by the loss of similar business from Mirror Group Newspapers and Emap, a big provincial publisher.

The broader strategy underlying the short-term improvement is more complex and relies on gains in four main areas:

● Productivity. British Rail already has one of the most productive workforces in Europe, bettered only by that of The Netherlands, but staff numbers, cut by 6,771 last year, are expected to fall by a further 13,000 over the next five years.

This is in spite of a shortage of

10,000 staff in the London area, where wages are below market levels.

The chairman has also promised a renewed attack on management costs, including a close look at headquarters and regional staff numbers. On the operational side, negotiations with the unions on the "train crew" concept are said to be going well. That will increase flexibility and reduce manning.

● Rolling stock utilisation. The number of locomotives and carriages is being cut, leading to increases in the number of passengers on each train.

A recent House of Commons transport committee report suggested that the reduction was leading to overcrowding, but British Rail denies that it says passenger numbers are at tolerable levels.

● Maximising receipts through the "segmentation" of fares. This means different prices for different groups of users, and has led to a surge in commuter and off-peak travel, enabling BR to exceed 1986 passenger miles for only the third time in 20 years. Passenger receipts were up 8 per cent at £1.4bn.

● Competition. In an attempt to improve procurement, the board has introduced competitive tendering for most equipment orders. That has led to savings of around 15 per cent so far — about £50m — but has also caused difficulties at Brel, which operated

previously as a privileged supplier.

In the long term, improving profits while simultaneously cutting subsidies is likely to prove increasingly difficult, and there are signs that the next three-year target will prove harder to achieve.

It requires a further 25 per cent cut in government subsidies to £550m by 1989-90 — a target the board believes is within its grasp.

More difficult, however, is a demand for a return of 2.7 per cent as a current cost operating profit on net assets before interest, also by 1989-90, on a group of businesses the Government believes should compete in the transport market without subsidy.

They are InterCity, Freightliner, Freightliner, Parcels, and Travellers Fare; though this is being privatised.

The 1987 corporate plan, which covers the next five years, makes clear that the return on this group is likely to be only 2 per cent — some £14m short of the cash target — and that neither InterCity nor Parcels is likely to make a profit before 1991-92.

Meanwhile, Sir Robert concedes that there is "a long way to go" before BR is widely perceived to be improving its service — a view that will find many echoes among customers of the service industry Britain most loves to hate.

BR offers cheaper newspaper delivery

By Raymond Snoddy

BRITISH RAIL has put an offer to national newspaper proprietors to try to preserve the existing system of rail delivery of newspapers and stop the drift to road transport.

BR had to review the future of the operation after Mr Robert Maxwell's Mirror Group Newspapers decided to follow Mr Rupert Murdoch's News International on to road delivery.

Newspapers including The Daily Telegraph and the Financial Times are now being offered a contract 7.5 per cent cheaper than the existing one.

The savings, however, come from amalgamating trains and would mean newspapers bringing forward edition times by as much as 30 minutes.

Mr John Fitzgerald, BR's manager for newspapers and magazines, said yesterday: "We want to go on with rail distribution of newspapers and I believe it can be done."

BR would continue to pack and sort newspapers on the trains and be prepared, if necessary, to pick them up from the printing plants.

The offer has the support of the BR board but the new distribution system would have to begin by October.

VAT refund operators merge

By Fiona McEwan

TAX-FREE shopping for tourists in Britain looks set to become more accessible with the merger of two of the main value-added tax refund operators.

The move by the Tourist Tax Free Shopping, part of Europe's largest VAT refund network, to buy UK Taxfree Shopping, operator of Britain's largest VAT refund system, might mean that the big tax sums now unclaimed by overseas visitors might be spent by them in British shops.

TTFSS estimates that about £200m is left unclaimed by visitors, many of whom, it

believes, are unaware of the process of reclamation, which it finds cumbersome.

Under the enlarged company, a unified VAT refund system will be operated by more than 12,000 retailers throughout Britain.

The British Tourist Authority has welcomed the merger. Mr Dick Bachelier, BTA's marketing manager, said: "Because overseas visitors rate shopping as one of the prime reasons for visiting the UK, it is important to have a simple and efficient VAT refund service available nationwide."

Tourist Tax Free Shopping

was taken over this year by Europe Tax Free Shopping, a Swedish company that sees Britain as Europe's main market for tax-free shopping. It operates similar systems in Sweden, Finland, Norway and West Germany.

To work the system, an overseas tourist fills in a form on purchase of goods, which he presents on leaving the country for stamping by the customs official. The tourist then posts the forms to Tourist Tax Free Shopping for reimbursement, either in the relevant currency or credited to a credit card.

SIEMENS

Now at Lloyd's they're seeing the underwriting business in a new light



Awarded the contract to develop and manufacture the lighting system for the new Lloyd's building, Siemens specialists were faced with the need to find solutions as radical as the new building itself.

Sprinklers, for example, had to be incorporated into each luminaire. Special air louvers were necessary to allow for differing air supply and extraction rates.

And glare had to be closely controlled in order to avoid reflections on the screens of computer workstations sited throughout the building.

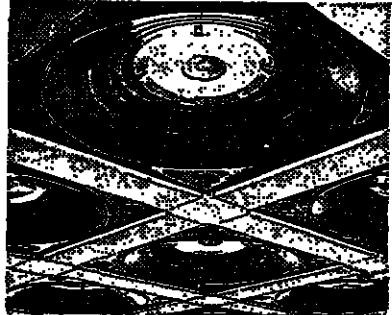
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Some of the Siemens luminaires installed in the Lloyd's building

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Zettlers reshuffles board

By Clay Harris

ZETTLERS GROUP, the football pools operator, yesterday reshuffled its board in preparation for plans to spin off its bingo clubs into a new company with a separate listing.

Mr Paul Zetter, chairman of the family-controlled company, said the appointments were intended to help the pools company to take advantage of new opportunities after the merger, which has not officially been announced.

Mr Steven Easterman and Mr Alan Bloom were appointed joint managing directors of Zettlers Pools and to the main board. Mr Easterman is the grandson of Alfred Cope, the pools promoter whose company was taken over by Zettlers 10 years ago.

Mr Bloom, a 25-year veteran of Zettlers although only in his early 40s, specialises on the printing side.

Settlements in PCW case

By Nick Bunker

MORE THAN 98 per cent of the 1,547 worst affected members of the old PCW insurance syndicates at Lloyd's of London have accepted the settlement offer aimed at helping them to meet net insurance underwriting losses of £236m.

Yesterday's news means that Lloyd's has fallen about £2.1m short of the £24m contribution it hoped to get from the PCW syndicate members.

The contribution is to be put towards a £134m cash fund to provide against losses over the next 20 years. The settlement takes effect tomorrow.

Jones crane site future still under examination

By Nick Garnett

THE 600 GROUP, which announced last month that it was effectively ending production of its Jones mobile cranes, is still examining whether it can keep some operations at the Jones site in Letchworth, Herts.

The 600 Group will continue its existing contracts supplying crane lifts for Iran and India. Spares and servicing operations for Jones cranes in the field have been passed to another company in the group.

Jones, which assembled cranes from components bought from outside the group, produced about 50 mobiles last year and was losing money. It was the last British-owned producer of road-going mobile cranes.

Britain's only other manufacturer of such products is Grove

Coles, which was formed three years ago by the purchase of Coles Cranes Sunderland by Grove of the US.

In the past 15 years, the number of British companies that have abandoned manufacture of roadgoing hydraulic cranes include Smiths, Hydrocrane and Cosmas as well as Ramesses and Rapier and Ruston Bucyrus.

Grove Coles, which made a marginal profit last year and employs 1,000 people in Britain, mainly in Sunderland, had dismissed buying the Jones business with the 600 Group. The companies could not agree terms.

Jones, which also made lattice-boom cranes, produced mobile cranes up to 20 tonnes lifting capacity. Grove Coles manufactures cranes up to 125 tonnes.

Inner-city awards scheme

By Dina Medland

AWARDS DESIGNED to recognise and encourage the City of London business community's commitment to the difficulties of the inner city were launched yesterday by Sir David Rowe, Ham, the Lord Mayor, at the Mansion House in London.

The Awards for Business Involvement in the Community, or the Dragon Awards, which will be small statuettes modelled on the dragons on the City coat-of-arms — are the first of their kind in the UK and will make their debut in June.

They will be presented annually in five categories, ranging from community work and job creation to urban regeneration projects.

Although the awards are open to individuals, businesses, particularly those which belong to Business in the Community

(BIC) — which promotes partnerships between commerce and local communities — are likely to win most in the early years.

The awards are organised by the Corporation of London in association with BIC, and are partly intended to refute charges that the City neglects the inner-city problems on its doorstep.

The award scheme, which has the endorsement of the Prince of Wales, will have a panel of judges chaired by Lord Mayor. They will include the Governor of the Bank of England, the chairman of the Stock Exchange, the editor of the Financial Times, and the chairman of BIC.

The closing date for the first year's awards will be March 31 1988.

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FINANCIAL TIMES

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Thursday July 16 1987

Tax harmony
in the EC

THE European Commission had to cough twice in order to disgorge its contentious proposal to harmonise indirect tax rates across the 12-nation community. The plan's adoption by a 14-2 majority of the commissioners at the second attempt yesterday is just one sign among many of how controversial it will be. Lord Cockfield and his team say they are not trying to ram anything down ministers' throats; they are merely presenting them with the unavoidable consequences of their Treaty obligation and fleshing out their commitment to "complete" the internal market by the year 1992.

Political pill

Member governments have been well primed for the political pill they are now being invited to swallow. A White Paper two years ago argued that without harmonisation of excise duties and VAT rates it would be impossible to remove the EC's internal frontiers. It said the removal of physical and technical barriers to free internal trade—a programme that is running well behind schedule despite the high political priority attached to it—would be of little avail unless fiscal barriers were dismantled too.

The logic may be correct and Lord Cockfield's determination is certainly not in doubt. More questionable is whether fiscal harmonisation is as central to member states' concept of what the internal market is about as the Commission thinks it should be. Even more questionable is ministers' readiness to pay—in terms of loss of fiscal sovereignty—the price quoted yesterday.

Perhaps for tactical reasons as much as anything else, the plan is being presented as a pragmatic solution to a practical problem, and only coincidentally as a step towards the European ideal of economic integration. It suggests that countries gradually align their VAT rates in two broad bands: "social goods" (food for body and mind, home heating, water and public transport) would be taxed at between 4 and 9 per cent, the rest at between 14 and 20 per cent. It also calls for common excise duties: a much tougher proposition, since rates on petrol, wine and tobacco vary wildly from the North Sea to the Mediterranean. The rationale for alignment is this: most of the control apparatus on frontiers is there

for fiscal checks. A lot of that work could be dispensed with by moving the accounting procedures inland, establishing a Community-wide clearing centre for VAT and a common system of bonded warehousing for excisable goods. But governments would still insist on some controls at the border to prevent companies and individuals seeking to profit, legally or illegally, from the wide discrepancy in tax rates. To prevent serious revenue losses (already quite appreciable at the Ulster-Irish Republic border and Danish-West German frontier), and to keep borders truly open, tax rates must therefore be broadly aligned.

The VAT bands are there to ease the adjustment burden on member states, to give finance ministers some fiscal freedom, and to demonstrate that strict harmonisation is no longer a Commission fetish. Following the model of the US states, they are intended to be enough to keep borders open, but narrow enough to discourage a serious outbreak of cross-border shopping. Because VAT is charged on top of excise, the proposed bands would tend to form to prevent the VAT bands widening too far.

Hostile reaction

Although the Commission has tried to do the minimum, it all adds up to big changes for some countries. And since fiscal measures are one area in which unanimity is necessary, the hostile reaction of the worst-affected countries will matter. Denmark and Ireland, whose relative take from indirect taxes is 50 per cent above the EC average, would have to make large revenue adjustments. For others, like Britain, the effect would be broadly neutral. But Britain, along with Ireland, will be the first to demand a derogation to protect their "social goods," as became only too clear during the recent general election.

Lord Cockfield has done more than anyone to fix the 1992 deadline for completing the common market in the EC's collective consciousness. His "1992" proposals show a characteristically robust determination to keep ministers' noses to the grindstone. But it will require all the subtlety he can muster to prevent this VAT rate programme becoming the straw that breaks the camel's back.

Faults on
the line

DISSATISFIED customers of British Telecom who have recently been stirred to a chorus of complaints about its performance, are unlikely to find much to placate them in the latest statement by Professor Bryan Carsberg, the director-general of the Office of Telecommunications.

He concludes that the quality of BT's service has not deteriorated since the company was privatised almost three years ago, but offers little firm evidence that it has got any better. While BT's figures claim a gradual improvement in the past five years, Office's soundings suggest that service has stayed about the same.

Whatever the statistics say, both the Government and BT have reason to be worried by the apparently widespread perception that the company is not delivering. Privatisation was, after all, sold to the public principally on the grounds that it would make state-owned industries much more efficient and responsive to the market.

In many cases, the argument has been vindicated. Companies such as British Airways and National Freight Corporation have seen their transition to private ownership as an opportunity to revitalise their management and transform their attitudes towards customers.

At BT, this approach does not seem to have extended much beyond slogans and glossy publicity campaigns. Too often, the company appears either to ignore criticism or to take refuge in excuses about the effects of strike action, the problems of installing new technology or unexpected surges in demand. Conspicuously lacking is any public commitment which might lead customers to believe that its service really will improve soon.

Performance targets

Ofel's idea of requiring BT to disgorge more information, notably its internal performance targets, and penalising it for unsatisfactory service may provide some further incentive. But as Prof Carsberg concedes, such regulatory disciplines are only a second-best substitute for competition: nothing concentrates the mind quite like the sound of

customers voting with their feet. Regrettably, most of BT's customers are still denied any choice. This is because the Government has chosen to restrict network competition to a single carrier, Mercury Communications, which is chiefly interested in serving a limited section of the business market.

Franchise basis

The fact that the deadline is still more than two years away does not, however, mean that it cannot be used effectively to impose pressure on BT. One way would be to hold out the possibility that unless the company's performance improves measurably, it will be broken up. That is precisely the threat which the Japanese government is dangling over NTT, the country's privatised domestic telecommunications carrier.

The idea of splitting up BT's network was considered, but rejected by the Government several years ago. It may be well worth another look, particularly if the right to serve local telephone areas were put up to bidding on a franchise basis. That would be similar to the system in some American states, where regulators are empowered to revoke the licences of network operators which offer poor service.

Any proposals along these lines might encounter resistance from the UK Treasury, which is already eyeing the prospect of floating the Government's remaining 49.8 per cent stake in BT. This currently has a market value of more than £300 and may legally be offered for sale any time from next April.

However, maximising the sale proceeds should not be allowed to take precedence over getting the country's telecommunications policy right. The long-term objective of a vigorous and efficient communications industry is far more important than the Treasury's short-term funding requirements. Furthermore, if privatisation is to continue to command public support, the Government needs to ensure that the claims made for it are backed up by much more positive results than many of BT's customers evidently believe they have seen so far.

Max Wilkinson on the latest puzzle in the commodities market

AFTER A DECADE of flat, which last year pushed commodity prices to their lowest real levels since the 1930s, many key metals and industrial materials are once again in short supply.

Economic experts, who were generally baffled by the depth and the widespread nature of the collapse in commodity prices, are puzzled once again by the timing of recent sharp rises in prices. Base metals and agricultural raw materials have all been getting more expensive at a time of general gloom about the prospect for growth in the industrial world and an apparently more stable trend in the US dollar—a currency whose movements are crucial for commodity prices. So the major question in the markets, among central bankers concerned with inflation, and for economists watching the fortunes of Third World exporters, is: "Has the turning point at least been reached in an extraordinarily long cycle. Or are the factors which have kept almost all commodity prices on a downward trend since the Korean War still at work?"

Although base metals prices (apart from nickel) have been a little softer in the past few days, Mr Anthony Hodges, commodities analyst at Rudolf Wilt, the London metal trader, has no doubts that the bottom has been passed. "We are looking at a new bull game with a bull market in commodities established," he says.

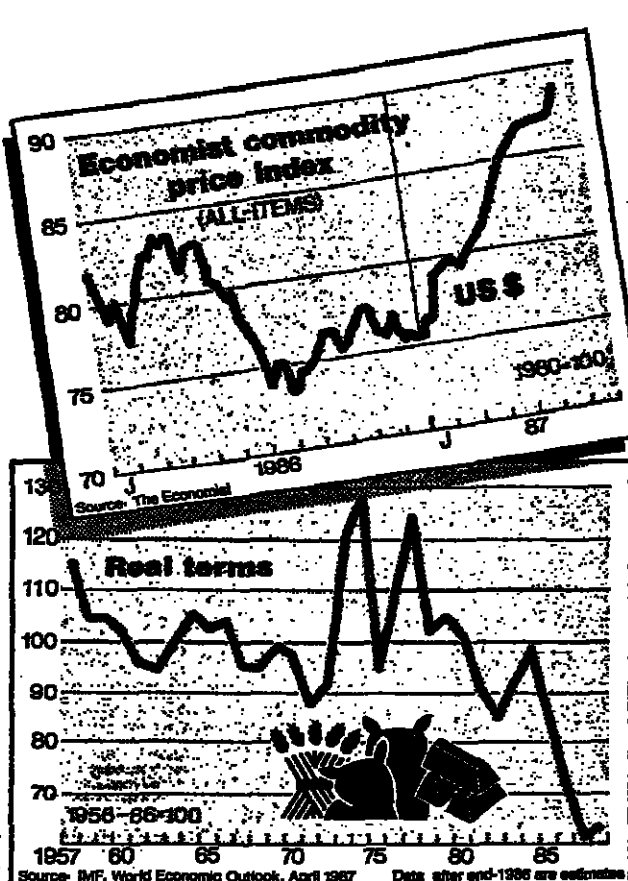
This view is based not only on the arcane science of chart patterns (which he believes show important thresholds have been passed for lead, copper and aluminium), but also on what analysts call "fundamentals." These include the level of the US dollar, commodity stocks and the general outlook for supply and demand in different sectors.

But Prof Alan Budd, head of the London School of Economics' Forecasting Centre, represents the big battalions of economists who say: "We are slightly puzzled as to what is going on out there."

Even though the business school's forecast for industrial growth was rather more optimistic than most, it was not expecting any major rise in prices while the world continues to have excess capacity for production of all important commodities from grain to copper and oil. These doubts were reflected in recent analysis by the Washington-based International Monetary Fund, which said in April: "World commodity markets are expected to remain weak in the immediate future and to improve only moderately in the medium term." The Fund predicted a decline of 5 per cent this year in its dollar-based index of world commodity prices.

But since the end of January, the price of aluminium on the London Metal Exchange has risen 28 per cent (in sterling terms), copper has risen by more than 17 per cent and nickel is up by 24 per cent. Silver bullion is up by 30 per cent. Rubber prices have risen by a more modest 5 per cent and cocoa by 61 per cent in the period. World food prices have suffered under the shadow of the huge subsidised surpluses in the industrial countries, notably the European Community.

However, food prices are unlikely to remain depressed.

A sickly
recovery

One European central banker argues that agricultural surpluses will decline rather than increase as the result of the increased political concern in recent years over the cost of subsidies.

Since the turn of the year, the Economist Commodities Index for industrial materials has risen by 26 per cent in dollar terms. Even the all-items index, which includes food has gone up by 17 per cent. Yet the past depression of commodity markets has been so steep that average prices are still 11 per cent below their level in 1980, even without adjusting for inflation; and prices have only just climbed back to the level of their last transient peak early in 1984.

To solve the puzzle of what is now happening to commodity prices, it is necessary to unravel at least four separate strands of influence: the effects of the US dollar's 37 per cent decline since its peak in March 1985; the shorter term influences on supply and demand—including various strikes in the mining industry and the extremely low levels of stocks; the medium term outlook for a revival in world economic activity; and the longer term tendency for technology to reduce costs and increase potential supplies of most commodities while at the same time enabling industrial consumers to economise on their use.

First, the dollar. Economists have long predicted that a decline in the value of the dollar against other currencies would

cause commodity prices to rise in dollar terms. The amount and timing of the rise is much more uncertain, however. A World Bank study last year suggested a 10 per cent fall in the dollar might lead to a rise in commodity prices of roughly the same amount, other things being equal.

However, this prediction seemed hopelessly wrong last year when average commodity prices (in dollars) fell 7 per cent from January to December, even though a feeble recovery might be discerned from the middle of August.

The reasons why a fall in the dollar could be expected to boost commodity prices depends on a series of complicated linkages throughout the world economy. In simple terms, since most commodities are priced in dollars, a fall in the dollar makes them cheaper for all non-dollar countries. This could be expected to encourage demand and so help "pick up" prices. Another effect is that a declining dollar is widely seen as increasing the risk of US inflation, so that companies will be more inclined to use their money to rebuild commodity stocks especially if the alternative is to invest in a falling bond market.

It may be, therefore, that the "dollar effect" has been delayed a year by the general inertia in commodity markets which are used to depressed conditions. Certainly Mr Hodges and other analysts say that the revival of the markets has created renewed interest

among speculators who have helped to sustain the upward trend.

But what started it? Mr Michael Wooler, economist at Lloyds Bank International, believes the fact that commodity stocks had been run down to their lowest levels for a decade created an instability which allowed a few specific pressures to send companies quickly on a buying spree and create temporary shortages.

This seems indeed to have been triggered by strikes at Cominco's Inland and Kimberley plants in British Columbia, which produce lead and zinc, and several threatened strikes in the US, affecting lead, zinc and aluminium. There have also been local supply difficulties in the copper trade.

Proponents of this view believe the underlying upward pressure from the dollar, low stocks, and supply difficulties came together with increased speculation to create a bandwagon effect.

But will it last? Dullish prices so far this week are beginning to prompt the question whether the pattern of early 1984 will be repeated after a brief burst of buying enthusiasm, the long dull trend will resume.

This trend has been remarkably persistent. If one ignores the fluctuations during and after the two oil crises, non-oil commodity prices have fallen by about 40 per cent in the last 30 years after adjusting for inflation. The long-term trend is a decline of more than 1 per cent a year.

As the IMF says, a persistent fall of this magnitude is difficult to explain. Improved crop yields, better mining machinery and exploration techniques continue to play their part, as does pervasive substitution of for example, glass and plastics for metal, lighter construction, and the shift from heavy industry towards computer technology and service activities.

Though these trends presumably cannot go on for ever, the depressing effect on prices is likely to be persistent if only because the long period of depression has led to a frantic search for more efficient low cost production.

Thus although substantial new aluminium production capacity is scheduled to come on stream in the US, Australia, Brazil, it is all low cost. Similarly copper mining projects now nearing completion are all the result of fierce cost-cutting exercises.

The cost of bringing in marginal extra supplies to meet an increase in demand will be therefore lower than the industry's average costs for a long time to come. Solvent extraction techniques can produce copper for example, at about half the average cost of melting and casting. New mines in Chile and Australia will both produce large volumes of cheap supplies in the future.

So it is likely to be a very long time before prices climb back anywhere near the real levels of the 1950s, which may be good news for consumers in the richer nations and for politicians worried about inflation. But for third world countries which depend largely on commodity exports and the bankers with whom they have run up huge debts, the outlook must remain bleak.

The Alchemy
of FinanceBy George Soros
Simon & Schuster

MOST THOUGHTFUL financiers share at least one virtue: they are self-conscious enough to hold their own activities in very low esteem. Few financiers are more thoughtful or self-conscious than George Soros, the Hungarian-born investment manager who has become one of the legendary figures of Wall Street. In multiplying the value of his celebrated Quantum Fund account at its inception in 1969 to over \$200 million today with only one down year in its 18-year history, Soros has accumulated the most extravagant accolades from the investment community, as well as an enormous fortune.

He has also developed a profound scepticism about financial markets. The markets, he has concluded, are "always wrong"—wrong not in the slight sense of conventional contrarians, but in a philosophical sense which Soros has tried to turn into a general theory of macroeconomics and finance. For Soros, there are two keys to this ambitious quest: the concepts of "reflexivity" and "bias."

Bias refers to the gap that always exists between reality and people's initial perceptions. Reflexivity, changing perceptions, leads to a feedback loop in which economic events involve thinking about reality which whose views about reality will inevitably affect this reality itself. Changing reality, in turn, affects the way that people think. Thus changing perceptions and realities constantly interweave with one another, giving rise to self-sustaining waves of bias—resulting in a "shoalness" theory of history, somewhat akin to Marx's dialectic. These abstract observations lead Soros to three practical conclusions—none wholly original, but all presented with a mixture of sophistication, passion and humour which is at times almost reminiscent of Keynes.

The first is that economics must drop all pretensions to scientific objectivity. The right analogue for economics is not science, but alchemy. Like alchemy, economics involves participants who are not content simply to discover and test natural laws, but "try to impose their will on the subject matter." Alchemy failed to turn base metals into gold because "the behaviour of metals is governed by laws of universal validity which cannot be modified by any statements, incantations or rituals."

Economics, on the other hand, involves thinking participants, not base metals. These are "easily influenced" theories and therefore highly susceptible to the methods of alchemy. Thus, while alchemy

failed as a science, economics "can succeed as alchemy," he suggests.

An obvious example can be found in Britain. Thatcherism has not "proved" that monetarism or privatisation are likelier than socialist policies to generate low inflation or healthy growth. Rather, Mrs Thatcher's policies have changed the whole nature of British society—and not surprisingly, the new society is generating different economic results from the old.

Soros' second conclusion is that free financial markets inevitably generate boom-bust cycles, with a bias that increases as sentiment swings between manic depressive extremes. This is why classical economics, which postulates a gradual emergence towards equilibrium as markets gather information about an unchanging "economic reality," is powerless to explain macroeconomic and financial market phenomena.

The third implication concerns the nature of the investment game. Since all economic perceptions are inherently flawed, accurate predictions of economic reality are neither necessary nor sufficient for the successful investment. The key lies in understanding the process by which the market tests perceptions against a reality which these perceptions themselves help to determine.

This market process, Soros believes, is akin to the way that scientific hypotheses are tested by experiments, but the market's testing is alchemical, not scientific. It is alchemical because the "reality" being tested is affected not only by the test process itself, as in quantum physics, but even by the theory being tested. Although the markets are dominated by the hypothesis that a falling dollar will cause recession or lead to inflation can affect the outcome itself.

The last part of the Soros book examines some spectacular examples of markets feeding reflexively on their own perceptions: the conglomerate boom of the 1960s, the mergers of the 1980s, the Latin American lending frenzy, and the period of dollar overvaluation which Soros has called Reagan's Imperial Circle.

The second part is less satisfactory. In this, Soros examines the usefulness of his theories by applying them to his own trading. In a detailed diary which stretches from August 1985 to November 1986, Soros tries to explain the success of his concepts of reflexivity motivated his own trading decisions. He tests a series of familiar hypotheses revolving around the risks of the dollar "crash landing" against the hopes of a Golden Age of Capitalism.

In several cases Soros reaches the wrong conclusions, but this does not invalidate his theories. For he claims that his knowledge of other investors' hypotheses but in his understanding of the testing procedure itself. Unfortunately even this claim is hard to judge, since it is often difficult to understand how his hypotheses have led him to particular investment decisions. The financial results, however, are clear enough. At the beginning of Soros' diary, the Quantum Fund was worth \$647m. By the end of the "experiment" 15 months later, its value had more than doubled to \$1.6bn. If that is financial alchemy, it certainly beats boiling up mercury with egg yolks.

Anatole Kaletsky

Brown to lead
the audit

The appointment of Colin Brown, aged 53, a partner in accountants Price Waterhouse, as the firm's first director of audit and accounting services, will be seen in the profession as an indication of the growing attention now being paid once again to this bread-and-butter side of accountancy.

The European Community's "Eighth Directive" on these matters is now proceeding down the road towards becoming standard community practice. Accountants expect that monitoring units will have to be set up to ensure that auditors are doing the job they are supposed to be.

Brown is already a member of the Institute of Chartered Accountants in England and Wales practice regulation directorate. The primary task of that body is to monitor the quality of public practice by its members.

The auditing watchdog is expected to be a unit set up by all three of the British accountancy institutes.

Brown, who has been with Price Waterhouse for 29 years, and is also a partner in Price Waterhouse and partners, the international financial advisers, talks about the fast-changing perceptions of the role of company auditors.

The new pressures upon auditors coincide with an explosion in demand for this hitherto rather humdrum side of accountancy.

Price Waterhouse was used to demand for auditing and accounting services growing at under 3 per cent a year. But during the last two years, says Brown, growth has been at three times that rate—fuelled by such factors as industrial recovery, growing confidence in the UK economy, the City's Big Bang, and privatisation of industrial assets.

Brown, who will have overall responsibility for the quality and dependability of the auditing and accountancy services offered by the firm's nearly 2,000 accountants engaged on this work in the UK, estimates

Men and Matters

that it now accounts for 55 per cent of Price Waterhouse fee incomes.

City co-op

A major complaint one hears levelled at the big London co-operatives is that the client is introduced to an impressive Personality when he signs up. But thereafter the IP is rarely if ever glimpsed again as the work is passed out among junior staff.

The newly formed Pall Mall Partnership is an attempt to do better. It is, in effect, a co-operative of half a dozen small firms, averaging 10 employees apiece.

They believe that by acting collectively they can provide quality services in advertising, marketing, public relations, and the whole range of business communications, without losing the personal touch offered by a small business.

Malcolm McIntyre, managing director, is the PR man who thought the whole idea up. He has spent more than a year bringing the participating consultants together. Pall Mall is now open for business with a client list of 73 companies and a turnover of some £2m—which is, in fact, sufficient to place it within the top 10 of British public relations firms.

The partners are ABGH Advertising and Recruitment Services, Murray Evans Associates, Malcolm McIntyre and Partners, Panad Publicity Services, Westminster Communications, and Interaction Associates. A design and typesetting company may also join shortly.

"We are all small agencies offering tailor-made services," says Dennis Young of Panad, "but our clients can now take full advantage of the other services provided by the partnership."

Powerful words

The cream of the world's professional golfers gathered at Muirfield, Scotland, this morning in the British Open would be well advised to take a leaf out of June Miller's book.

Miller is an insurance broker who lives at Headley, Hampshire, and who selects her golf equipment with the greatest care.

Competing in the Teignmouth golf festival she secured tenth place in the 7th which measures 190 yards, and at the 17th which measures 283 yards.

The Guinness Book of Records is immensely impressed and says her feat is surely a record.

Both holes-in-one were achieved with a Dunlop Maxfli DDD 500 ball, coloured red and emblazoned with a legend which would sort the men from the boys up at Muirfield.

"Financial Times: Europe's Business Newspaper."

Royal fun?

"If Britain would make the gracious gesture of returning Gibraltar we might be able to recover Ceuta and Melilla (the two enclaves which Spain has held on Morocco's northern coast since the 15th century), King Hassan of Morocco told Margaret Thatcher when they lunched at Downing Street yesterday.

Everyone present roared with laughter, assuming that the Royal tongue was firmly in the Royal cheek. But was it simple fun. Or was he speaking with a purpose. The Moroccans are closely following progress on the status of Gibraltar because they assume that it might be paralleled by Spanish concessions on the two enclaves.

Before the lunch Mrs Thatcher was surprised and delighted to be served mint tea by the monarch's personal valet who had been brought along.

This traditional form of greeting, served in gold inlaid glasses, was a change, her aides agreed, from the customary mid-morning instant coffee.

The tea was also a reminder of the close links between the two countries in the late 19th century when British tradersmen introduced tea into a kingdom hitherto in the doldrums as far as tea was concerned.

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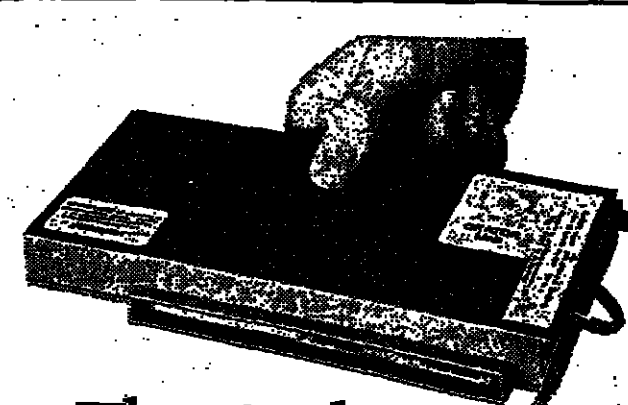
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Observer

NEARLY EVERYONE is familiar with discussions of national output and income—that is the annual flow of newly produced goods and services and the claims on them.

Much less attention is paid to the movement of national wealth, which is the same thing as the nation's net domestic capital stock plus its net overseas assets.

As usual the statisticians have many different names for the same total. One other is national net worth. Its composition is set out in a "national balance sheet."

But nobody should be put off by the terminology. For many purposes wealth or capital is just as important as income. The purchase and sale of existing houses or farms or second-hand cars or financial assets occupies nearly as much time for increasing numbers of people as their work or their current consumption.

There is also the more virtuous point that a regular check on national wealth may provide some assurance that current consumption is not being maintained by eating into the savings. In other words national wealth estimates can be used to see if the capital stock is growing sufficiently over the years to offset rising incomes in the future.

Indeed, the first estimate of English national wealth was made as long ago as 1086 for William the Conqueror in the Domesday Book. He wanted to know how much land, who held it, how many ovens, sheep, pigs and mills there were, what these were all worth in 1086, and what they had been worth 20 years before that.

That statistical progress was not, however, sustained. Only now, after a gap of many years, has the Central Statistical Office come round to publishing comprehensive balance sheets of the national wealth (Economic Trends, May 1987).

An effort is needed to move beyond gazing at the colossal numbers of magnitude. Total national wealth at the end of 1985 is estimated at £1,630bn: a sum that puts in the shade the Senator who remarked: "You take a billion here and a billion there, and soon you are talking about real money."

Over 71 per cent of this wealth was owned by "persons who have a large stake in the corporate sector via the financial claims they hold."

The public sector owned 13.6 per cent of national wealth in 1985 compared with 18.1 per cent in 1980. But before you put this trend entirely down to privatisation, you might notice that in 1987—the heyday of the post-war consensus—the public sector share of the national wealth was minus 11 per cent.

Economic Viewpoint

Keeping an eye on the national wealth

By Samuel Brittan

The reason is that the public sector's liabilities, consisting mainly of the national debt, have far exceeded its assets. The public sector balance sheet has since been built up, partly at least by inflation, which reduced the real value of gilt-edged securities relative to public sector assets.

The composition of national wealth is more straightforward. Few will be surprised that the largest single component is residential buildings, which rose from 26 per cent of the total in 1957 to nearly 37 per cent in 1985.

The other big change was in net overseas investments, which rose in the most recent 10 years from almost nothing to some £80bn, or nearly 5 per cent of national wealth.

These sums do represent the investment of North Sea oil surpluses, although, magnified several times by the rise of Wall Street and other security markets.

The most subtle question concerns the relation of national wealth to national income. In 1957 national wealth was 3.7 times national income. By 1985 it was 6.0 times as high.

Does this mean that the nation—as the unintended outcome of numerous individual actions—prudent and thrifty accumulated a lot of seed corn for the future?

Or, on the other hand, the volume indices are too partial, as they overlook even very long-term increases in the value of say housing or plant

relative to the objects of current consumption. These valuation difficulties are a formidable obstacle to one potentially very exciting use of national wealth statistics.

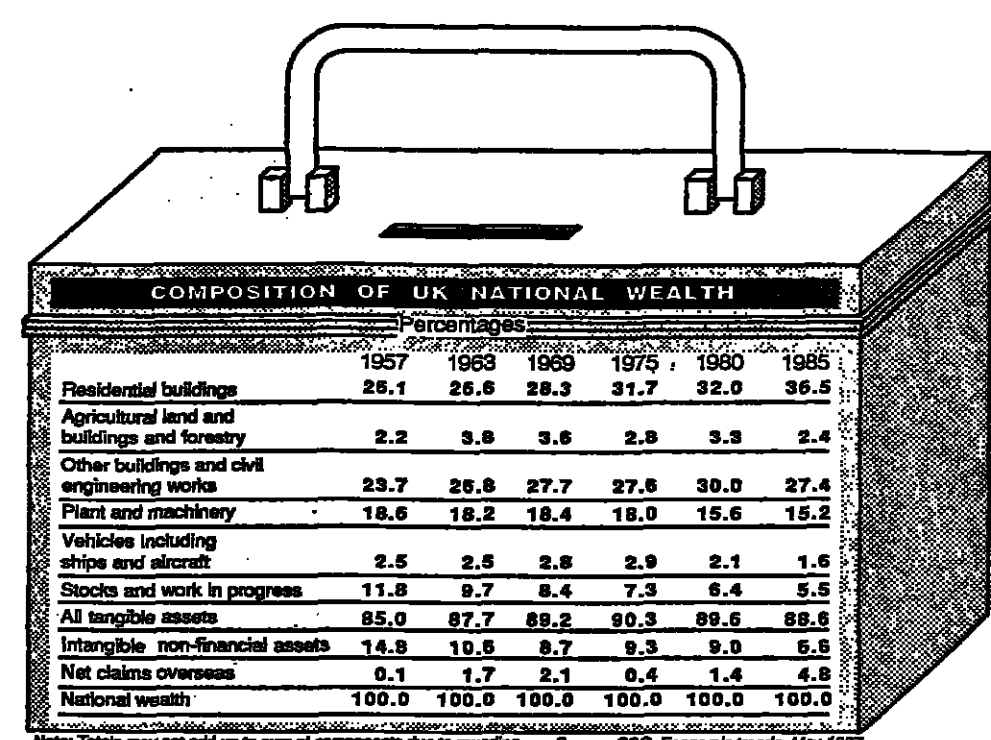
The use I have in mind is in relation to an apparently very different topic: the debate on international economic co-ordination, IMF indicators and so on.

Recent IMF thinking suggests that the current balance of

In 1957 national wealth was 3.7 times national income. By 1985 it was 6.0 times as high

appear to have risen by 200 per cent between 1957 and 1985. But if they are adjusted by an index of asset prices—to give what is in effect an index of physical volume—the increase is only 88 per cent.

Neither method is perfect. The straight-forward deflation by a general price index can give a falsely reassuring picture of increasing national wealth during a stock exchange boom and a housing boom. On the other hand the volume indices are too partial, as they overlook even very long-term increases in the value of say housing or plant



	1957	1963	1969	1975	1980	1985
Residential buildings	26.1	28.6	28.3	31.7	32.0	36.5
Agricultural land and buildings and forestry	2.2	3.6	3.6	2.8	3.3	2.4
Other buildings and civil engineering works	23.7	26.8	27.7	27.6	30.0	27.4
Plant and machinery	18.6	18.2	18.4	18.0	15.6	15.2
Vehicles including ships and aircraft	2.5	2.5	2.8	2.9	2.1	1.6
Stocks and work in progress	11.8	9.7	8.4	7.3	6.4	5.5
All tangible assets	85.0	87.7	89.2	90.3	89.6	88.6
Intangible non-financial assets	14.8	10.8	9.7	9.3	9.0	5.8
Net claims overseas	0.1	1.7	2.1	6.4	1.4	4.8
National wealth	100.0	100.0	100.0	100.0	100.0	100.0

Note: Totals may not add up to sum of components due to rounding. Source: CSO, Economic trends, May 1987

payments should be the focus of mutual surveillance and summit and finance ministers' meetings. The suggestion seems fine at present when a bunch of robots could recite the need to cut the US payments deficit and also the Japanese and German surpluses.

But will not incompatible objectives rear their ugly head if and when some progress has been made in reducing the gross imbalances? Most countries want surpluses and few want deficits, apart from the developing countries who have found it difficult to raise net new money since the debt crisis.

And to make matters worse, there is the black hole of \$50bn to \$100bn (\$31bn to \$282bn) per annum in the world economy representing the excess of recorded payments deficits over recorded surpluses for all countries taken together.

Prof James Meade, the Nobel prize-winning Cambridge economist, has shown that if governments pursue a net wealth objective—in which overseas assets count equally with domestic ones—instead of a balance of payments target, there is no need for international agreement.

Each country can pursue its own wealth objective independently. At the same time the wealth objective achieves more effectively what the balance of payments target attempts to do very crudely: namely it provides a safeguard against the country enjoying a high level of consumption and even price stability by living on tick and storing up trouble for the future. (Papers by Meade and others on such topics, were presented at a recent conference held by the Centre for Economic Policy Research, 6, Duke of York Street, London SW1Y 6LA.)

At first sight it seems that a wealth target would have prevented the first Reagan Administration from pursuing a mixture of tight money and budget deficits, which punctured inflation and prompted growth,

but at the expense of an overvalued dollar and the well known explosion of debt and deficits.

But then one wonders. The real value of overseas claims on the US, especially Japanese holdings of US bonds, has fallen so much with the decline of the dollar that US net wealth might not have suffered nearly as much as is normally supposed.

Meade's own response to these valuation problems is to go back to a simpler objective such as a balanced budget (not the British PSBR) or a stable national debt-to-income ratio. This would make it less likely that governments will themselves contribute to a weakening of the nation's capital stock or to eating of the seed corn.

Such budgetary rules are quite compatible with a fairly active year to year use of fiscal policy to manage demand. If however over a period of several years red ink accumulates, other instruments—whether interest rates, exchange rates, labour markets or other supply side policies—should take over more of the policy burden so that the budget can be put back on course.

All these matters can be analysed with daunting complexity but I would draw myself a fairly simple moral: look after the budget, forget the balance of payments and keep a weather eye on some modern version of the Domesday Book.

JOE ROGALY

The flowering of business

UNDERPINNING THE global markets is something nobody is yet qualified to comprehend: an emerging global philosophy. It is easy to see the main ingredients, which is a spreading compulsion to judge every political/economic act by its relevance to the market. Will this or that decision mean more efficient production? Will it give greater consumer choice?

The questions are being asked, with varying degrees of intensity. Everywhere from Washington to Peking, from San Francisco to Moscow, business-thought has begun to colonise the globe. Those of us who perceive the merits of capitalism must applaud—but the trouble is that there is no ethical underpinning, no concomitant spread of a set of values that would justify it.

A small sample of what I mean is to be found in a short study, *Bias Against Business*, published earlier this week. Its author, David Marsland, is Professor at the Department of Sociology and Social Anthropology at Brunel University.

But of greater interest is the Advisory Council that assists the publishers, the Educational Research Trusts. There we have, straight away, Professor Brian Griffiths, head of the Policy Unit at No 10 Downing Street, and Lord Harris, the grand old man of the Institute of Economic Affairs.

Professor Frederick Hayek himself. The list goes on, but the point is made. So, in spades, is Professor Marsland's point. He argues that the free market, the pursuit of profit, and the value of competition are either neglected or denigrated in current sociological teaching.

Marxism is apparently rampant in secondary school and university set books. The value of state intervention is taken for granted; the perniciousness of advertising is regarded as patently obvious. One textbook remarks that "exploitation is the essence of the capitalist mode of production." Another says, "in the pursuit of profits,

businessmen adopted practices that were obviously harmful to others." A third invites "O level students to 'Collect examples of advertisements which you think are trying to sell products by appealing to (a) vanity, (b) fear, (c) sexual appetite, (d) envy, either overtly or by implication.' I have taken some of the more lurid examples and they no doubt read differently when in context, but the overall conclusion remains. There is a bias against business."

Many of us knew that already. It has also been apparent for some time that the bias is being overcome, not least by the ideas of Professor Hayek and his apostles. Three elections in Britain and two in the US have produced governments that are biased in favour of business. The intellectual boundaries of transatlantic thought have been shifted a thousand miles to the right. Much of the rest of the world is following. Even in the universities, where it is certainly true that business and its methods have been regarded by many with contempt, the language of cost-cutting, revenue-raising, profitability, and good management is now better understood. Professor Marsland's hope is that "as a result of enquiry and discussion the teaching literature of sociology can be improved."

If that is the only methodology, fine. There is, however, a distinct danger that some of the more enthusiastic high priests of business-thought will try to use their influence over curricula and textbook-buying, contracts, examinations. Any improvement would be slight indeed if all we got was more corrective to anti-capitalism. We still need answers to the simple question, "why?" Why do we want the price mechanism? Because it is good in itself? So that we can give to the less fortunate? So that we can accumulate even more ourselves? In the absence of an ethical foundation we will have a philosophy as soulless as the forms of Marxism it is replacing. With are religion to fill the vacuum that would make the planet a drear and dangerous place indeed.

*2 Melbury Road, Harrow, Middlesex HA3 9RA.

Trade wars and Japan

From Mr R. Kendall Nottingham
Sir,—In your June 23 issue, Mr Yoshio Takeuchi, president of the Kansai International Airport Authority, restated the equal national treatment policy of his authority (one of Japan's major public enterprises), and went on to criticise rather severely foreign firms for not being sufficiently prepared, from a regulatory as well as an operational viewpoint, effectively to compete with Japanese firms on a foreign participation on the project.

The facts are different. Let me provide a case in point. My company, AIU Insurance, has a full licensed branch office in Japan with over 2,000 employees, 70 offices, 40 years' experience in the country, and is a member company of American International Group, the world's largest international insurance company. When the Kansai project was announced and equity participation offered to the private sector, AIU subscribed. We were rejected. All Japanese national companies were granted a participation. No foreign companies were.

Now the insurance on the contract works phase one is being purchased. AIU has repeatedly requested a decision on the schedule of insurers, at the same time as the Japanese insurance companies. None to foreign companies. None to AIU.

A recent meeting I had with Mr Takeuchi and his key executive staff in Osaka, it was carefully explained to me that none of this was the result of national discrimination, and that AIU's interest in future phases of the construction would be given every consideration.

I have other friends of Japan and Japanese internationalists will join with me in trying to persuade distinguished Japanese public officials like Mr Takeuchi that rationales such as his of June 23 will not work, and that the continued practice of trade discrimination, under whatever guise, can only be damaging to Japan's long-term interests.

R. Kendall Nottingham, Chief executive officer, American International Underwriters, 70, Pine Street, New York.

Letters to the Editor

Alliance, as presently constituted, in two general elections.

In the June 11 1987 election they, the electors, gave a very clear message to both parties. We do not like the two-headed, twenty approach to politics—united under one leader with one set of policies, then, we will give you our support.

In view of this clear message, it is my opinion, that it is imperative that the SDP and the Liberal Party merge into one. Incidentally, I would favour the name Alliance Party for such a merged party.

The consequences of a failure to reach agreement to form a party from the SDP and Liberal parties are I believe perpetual Conservative / Tory governments, each one more obnoxious than its predecessor.

Is this what the electors to a merger want?
P. T. Fattinson
244, Brompton Walk,
Kensington W11 1RU.

Tunnel vision
From Mr L. D. Bennett
Sir,—I note with interest that the £4.8bn Eurotunnel when completed will hurdle traffic some 160 kilometres per hour—total journey time of 20 minutes?

No! Recent publications expect 75 minutes between British motorway and French autoroute.

Therefore, do the British public realise that a wait of almost one hour is anticipated, and that in all likelihood breakdowns and peak summer time demands will no doubt see an extension to this.

Why has a Re-Bo train system been selected as an alternative to an expressway which would allow similar speeds without one would assume, the extensive delays? Furthermore, how is the £4bn justified, when, if my memory serves me correctly, it saves little if any time on existing routes across the Channel?

L. D. Bennett
2, Prince St,
Mosman,
NSW, Australia

The wages of crime
From Mr M. R. Simons
Sir,—The recent attempted south-east London wages robbery (one of many) and the terrible consequences calls for urgent preventive action to eliminate the stupid practice of paying wages in cash.

On January 31 1984 and

again in January 1986 you published letters from me on this topic. "Instead of spending much effort and money on security, endangering the lives of those engaged in transport, cash, employers, employees and the banks should be doing more to eliminate the movements of large sums of money by encouraging wage payments through banks."

Other points made were that savings would also accrue because banks would no longer have to marshal large amounts of cash (itself a security risk) in anticipation of honouring wages departments' cheques; and that the disappearance of cash payments would eliminate one artificial difference between "staff" and "payroll."

It is ludicrous that with the proliferation of cash dispensers and a six-day service by building societies and by a growing number of bank branches, that police time is wasted providing protection for wages in transit to prevent avoidable crime at the expense of fighting violence against people, burglary, theft and dishonesty.

Directors, administrators and union leaders must ensure urgently that employees are paid in a sensible manner which would incidentally cut costs. Shareholders should reassess themselves on this matter, and insurance companies should impose swingeing premiums on wages cash in transit.

Let us hope that there will be no need for you to publish yet again a letter on this topic 23 years hence.

Martin E. Simons
24 Grosvenor Avenue, SW15 6HJ

Fun that is not harmless
From Mr J. Clare
Sir,—Caricatures of engineers and accountants (Michael Dixon, July 1, and R. W. Mellor's letter, July 7) provide a great deal of amusement. I wish I could say "harmless" amusement but anything that lessens the trust that these two disciplines have for one another must be harmful.

In an age where information technology and advanced manufacturing technology are answers to intense global competition, successful strategies, justification and implementation of change, management and monitoring of its effectiveness require all the management disciplines to work together.

Management accountants know that they cannot afford to present themselves as "abominable snowman." They

have to understand the technology, take part in strategy formation, communicate financial constraints and find ways to remove them.

Members of this Institute are in the thick of change in all kinds of organisations, particularly in modern manufacturing businesses where they work extremely closely with engineers and specialists of all kinds.

Claret
The Chartered Institute of Management Accountants,
63, Portland Place, W1N 4AE.

Better off under the poll tax
From Mr A. B. Hawkins
Sir,—Here are some more figures for Joe Rogaly (July 11) to ponder over.

A two-adult household (this one I would have preferred to 2550.00) with a rateable value of £2550.00 paying rates of £899.95. A community charge (estimated and allowing for the savagely vindictive rating policy of the local council) of, perhaps, £300 each. A gain to this household of £599.95.

Although ours is an exceptional case, nevertheless it is probably far from being unique. There must be a large number of similar households who will be better off under the proposed new system (though I should prefer total funding by central government) and something wrong with all that statistical addling. The fact is that arguments from averages are quite futile.

A. B. Hawkins,
6 Coopers Close,
Suttoncliffe, Derby.

On a very crossed line
From Mr A. Hanton
Sir,—There is a tremendous wave of criticism building up in the country of British Telecom's service, or lack of it. Many small businesses are being strangled by BT's appalling service. It seems iniquitous to many users that BT makes vast profits around the clock while only providing a scant maintenance service until about 8 pm and almost never at weekends.

But the real tragedy is that Telecom's watchdog is ineffective. The BT monster appears to be strangling its own keeper, Ofel, the watchdog body. My experience was that on asking directory enquiries for the Ofel phone number I was told they had "never heard of it." Finding the number from another source I dialled Ofel only to find it continually engaged. Does BT ration Ofel's lines? Finally I got through to Ofel at 4.45 pm but received no reply. Quis custodiet ipsos custodes?

Angus Hanton,
Glant Games Centre,
131 Raiton Road, SE24 0LT.

• JULY ISSUE • TOP 500 •



Four of the infamous Dalton gang met their deaths while attempting to rob two banks simultaneously in Coffeyville, Kansas in October 1892.

If only they'd read The Banker, they'd have known which bank to approach.

Tangling with the wrong bank can cost you more than a little interest. As the Dalton gang found out.

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Alan Friedman profiles the youthful technocrat chosen as premier-designate of Italy

Compromise candidate keeps cool in a crisis

HE STANDS a very good chance of becoming Italy's next prime minister. He is 43 years old and would thus be the country's youngest ever premier, a self-deprecating Christian Democrat who comes from the Piedmontese town of Asti (best known for its sparkling wine). Since December 1982 he has been a prominent architect of Italian economic policy as Treasury Minister.

His name is Giovanni Goria, and until Monday evening, when he was unexpectedly summoned back to Rome by President Francesco Cossiga (from a holiday in Parma), no one would have said that this youthful and bearded "technocrat" with the movie star looks was about to be asked to form a government.

As recently as a week ago Mr Goria is said to have confided to a friend that while his name was occasionally mentioned as a future prime minister, he hoped that "no one is thinking seriously about the idea". Indeed, the entire Italian political world was convinced up to the last minute that President Cossiga would ignore a pre-emptive veto from Socialist leader Mr Bettino Craxi and ask Mr Ciriaco De Mita, the Christian Democrat leader, to form a coalition government.

This explains why Mr Goria seemed to be in a state of shock on Monday evening when he emerged from the president's office and told a throng of television reporters of the "high honour" which President Cossiga had bestowed upon him. Looking absolutely unflustered, he signed heavily when asked if he had thought this honour likely. "No," replied the low-profile compromise candidate selected by President Cossiga to break the impasse between Socialists and Christian Democrats.



GIOVANNI GORIA (left, Italy's prime minister-designate, who yesterday received conditional backing from the Socialist Party of Mr Bettino Craxi. In a speech to the party's national assembly, Mr Goria said that the Socialist Party's views, said: "The Socialists will not place any obstacles before Mr Goria. On the contrary, we are prepared to join a government coalition with the conditions are right". Mr Martelli said that chief among these conditions would be a programme which included institutional reforms, the abolition of the secret ballot in parliament and a high-profile economic policy. Despite these encouraging words, however, the Socialists are expected to insist on referendums about nuclear power and judicial reform.

Yesterday, the Socialists were sending positive signals in the direction of the handsomeness, but rather unexciting Mr Goria. This evening the premier-designate will complete his first round of consultations and, if all has gone well, he plans to spend the weekend hammering out a government programme before returning next Friday to President Cossiga's office at the Quirinale Palace with a list of cabinet ministers in his pocket. The politics of the current Rome "crisis" have already confirmed everyone's worst fears that after 3½ years of strong government under the leadership of Mr Craxi the country is in danger of returning to its old habits of revolving-door coalitions and political instability. Although the prime minister-designate is a protégé of De Mita's, the Christian Democrat leader has been sounding dis-

tinctly sour since President Cossiga decided to disregard his own claim to the job and select Mr Goria. "This is not the government we wanted," Mr De Mita said, while other Christian Democrats spoke of a weak coalition emerging. The only consolation Mr De Mita can take is that he has not suffered the embarrassment of having one of his rivals within the party, such as Mr Giulio Andreotti, named instead.

Mr Craxi, meanwhile, by all accounts reckons he has a triumph on his hands. The Craxi strategy now appears to be to enter into a coalition with Mr Goria's Christian Democrats and probably the three smaller parties of the collapsed coalition (Republicans, Social Democrats and Liberals). The Socialists are speaking in official terms about the need for a "serious" government.

government would have much longevity.

Mr Goria entered parliament in 1976 after a career in local politics in Asti and a stint as managing director of the local savings bank. He is an economist, a graduate, but self-effacingly calls himself "just an accountant who has become a politician".

Giovanni Goria has none of the bombast of a Craxi and none of the Machiavellian style of an Andreotti. Above all, he is an honest, hard-working team player with a reputation for keeping his calm in moments of crisis.

Married, with two children, he has a modest flat in Asti and an equally modest villa in the country which he shares with his brother-in-law. He is described by friends as a connoisseur of wines and a fervent player of billiards.

In Mr Goria's favour, aside from his youth, is his experience, gained in 4½ years as Treasury Minister, of economic, banking and international financial matters. He speaks little English and at meetings with the US Treasury Secretary Mr James Baker and other counterparts he sometimes answers in French.

He has spoken often of the need to cut Italy's runaway public budget deficit, but the Bank of Italy is evidently not satisfied that enough has been done by the Treasury. Governor Carlo Ciampi has continued to harangue anyone who will listen on the need for cutting the deficit net of interest payments.

Now, if the signs of encouragement from Mr Craxi are borne out by the Socialist leader's actions, Mr Goria will have the chance to try and lead the cabinet for the first time. This role will be as novel as the news of his designation.

Midland rejects offer for Greenwell

By David Lascelles, Banking Editor, in London

MIDLAND BANK last night rejected an unsolicited offer for Greenwell Montagu, its institutional equities business. It did not identify the would-be buyer, which was widely believed to be Morgan Stanley, the Wall Street investment house.

Morgan said that it did not comment on market rumours as a matter of policy. In a message to the staff of Greenwell after the failure of the talks, the bank pledged its commitment to a "major continuing interest" in the equities market and implied that this lay behind its rejection of the offer. A spokesman said that the bank and Midland's wish to remain in the equities business had contributed to the decision.

It believed Greenwell could fit in with Midland's other equity operations around the world, on the Continent and in the Far East.

The bank last night also announced the appointment of Mr Rodolfo Boggi as executive deputy chairman of Greenwell Montagu. Mr Boggi is chief operating officer of Midland Montagu, the group's investment banking arm, and his appointment is clearly intended to instil a greater sense of strategic direction into the firm. He will be available "24 hours a day" to assist Greenwell, the spokesman said.

However, the collapse of the deal was considered in the City last night to place a major question mark over Greenwell's future. Members of the firm had made no secret of their enthusiasm for a change of ownership that would have put them in a major US group with global aspirations, rather than part of a clearing bank whose commitment to the securities business was being questioned.

Greenwell, which employs about 230 people, was acquired by Midland Bank last year for the Big Bang deregulation.

UK securities firms expected to oppose capital adequacy rules

By Alexander Nicoll and Clive Wolman in London

BRITISH regulatory bodies are to share the responsibility for monitoring the securities markets activities under an agreement announced yesterday between the Bank of England and the Securities and Investments Board.

The SIB, announcing the accord, also published planned capital requirements for securities firms, expected to prove controversial, particularly among previously unregulated houses operating in the London-based international capital markets.

In particular, some firms are likely to object to the differences between the SIB and Bank requirements on the amount of capital needed as a cushion against holding of bonds, foreign currency and money market instruments. The Bank is due to publish its proposals at the end of next week.

Several months of often heated discussions between the Bank, the SIB, which has been designated as the umbrella investment regulatory authority, and representatives of the large securities houses, have failed to resolve these differences.

The latest proposals are key elements in the establishment

of a new regulatory framework for London securities markets prescribed in the 1986 Financial Services Act designed to protect investors.

Although the SIB and the Securities Association, the self-regulatory organisation for securities markets, have prime responsibility for policing securities trading firms, their roles clearly overlap with the Bank of England's supervision of banks.

Under the agreement, the securities bodies will be responsible for securities operations of banks if these are carried out by separately capitalised subsidiaries.

But the Bank will continue to oversee all the operations of banks which carry out investment business without having separate subsidiaries. The Bank will provide quarterly bills of health on such banks to the securities regulators.

Under the agreement, the Bank of England would be responsible for seeking further information from a bank if its quarterly reports gave concern. Worries about the financial position of a bank would prompt close consultation between the

Bank and the SIB and joint action could be agreed.

The SIB said its capital rules, which would not be flexible guidelines but will represent "a red light which must not be passed". The penalties will range from a ticking off to an order to suspend trading, at least in the offending area.

SIB officials said securities firms which take advantage of the more sophisticated methods for determining their capital requirements will generally find that they face a lighter burden than under the present Stock Exchange rules which have long been in operation for UK equities.

The impact on international firms, however, will be much greater since they have never faced any capital constraints on their activities in the Eurobond and international equity markets.

There are expected to be strong protests from Eurobond trading firms, which are already operating amid intense competition, both about the capital needed to back day-to-day securities holdings and about the additional requirement for underwriting of new issues.

Honecker to visit Bonn in September

By David Marsh in Bonn

MR ERICH HONECKER, the East German leader, will make his long awaited visit to West Germany between September 7 and 11. The trip, confirming the general thaw in East-West relations heralded by US and Soviet nuclear disarmament moves, seems likely to open a new chapter in ties between the two halves of divided Germany.

The journey, announced last night in Bonn by East Berlin, will mark the first visit to West Germany by a head of the East German state.

It comes after several years of persistent speculation over a visit by Mr Honecker, which has welled up again in the last few months as chances seemed to grow of a breakthrough in the superpowers' arms talks.

Clear approval of his travel plans by the Soviet leader, announced by Mr Mikhail Gorbachev, the Soviet leader, to convince the West of the genuine nature of the reform in Moscow thwarted an earlier plan by Mr Honecker to travel to West Germany. Announcement of the date, which follows closely the official trip to the Soviet Union last week by Mr Richard von Weizsäcker, the West German president, underlines that Moscow now sees a clear advantage in fostering improved links between the two halves of Germany.

In first reaction last night, his sister, Mrs Gertrud Hoppstädter, who still lives in the house where she was brought up with her brother, the small Saar town of Wölbelskirchen, said the news was "good".

Leslie Collitt writes from Berlin: The visit was originally to have been in September 1984 but was called off by Mr Honecker under Soviet pressure. Moscow did not want him to "reward" the Bonn government after West German approval for the deployment of US medium-range missiles on its territory.

Officials in East Berlin said privately that the Soviet Union approved the visit because of the prospect of an agreement between Washington and Moscow to remove the medium range missiles stationed in East and West Germany and Czechoslovakia.

Dixons Group

The bears have got Dixons Group by the throat, and seem determined to relax their grip. While the stores sector itself has been comprehensively de-rated - losing its premium to the market for the first time since the 1980s - Dixons has underperformed even its unfashionable rivals by over 12 per cent over the past three months.

Yesterday's announcement of a 31 per cent increase in pre-tax profits to £102.6m was by no means enough to put a finger in the dyke, and the shares shed another 10p to 333p. Those few market-makers who had gone long just ahead of the figures were hit between the eyes by

Small Companies

Small company share prices have been racing away this year, a phenomenon reflected in the continuing rather embarrassing underperformance of the FT-SE 100 Share Index. When the "Footsie" was launched at the beginning of 1984 it was expected to track the

Academic studies have shown that small company stocks consistently perform better in the long term. Over the past 30 years the HGSC Index would have outperformed by an average of 6 percentage points a year. Small companies, it seems, are more dynamic and get taken over more often than big companies; they go bust only slightly more frequently. Even so, the recent relative strength has been exceptional - a sign, presumably, of the big money now chasing small companies. Good ideas need to be exploited early.

World Weather

Place	Temp	Wind	Cloud	Temp	Wind	Cloud	Temp	Wind	Cloud
Abuja	24	10	10	Paris	18	10	10	10	10
Aden	28	10	10	Paris	18	10	10	10	10
Algiers	24	10	10	Paris	18	10	10	10	10
Amman	24	10	10	Paris	18	10	10	10	10
Amman	24	10	10	Paris	18	10	10	10	10
Amman	24	10	10	Paris	18	10	10	10	10
Amman	24	10	10	Paris	18	10	10	10	10
Amman	24	10	10	Paris	18	10	10	10	10
Amman	24	10	10	Paris	18	10	10	10	10
Amman	24	10	10	Paris	18	10	10	10	10

US may join Airbus project

By David Marsh in Bonn

EUROPEAN GOVERNMENTS backing the Airbus airliner manufacturer will discuss in September the possibility of co-operation with McDonnell Douglas of the US, according to the Bonn Economics Ministry.

Mr Erich Riedl, state secretary at the ministry, confirmed that "intensive" discussions were under way between Airbus Industrie and McDonnell Douglas over possibly joining forces to build a "stretched" version of the narrow-body 150-seater A-320 Airbus.

craft powered by a revolutionary prop-fan engine, he told the German news agency DPA. McDonnell Douglas has already held talks with European aerospace companies over expanding its range of prop-fan driven aircraft for the 1990s.

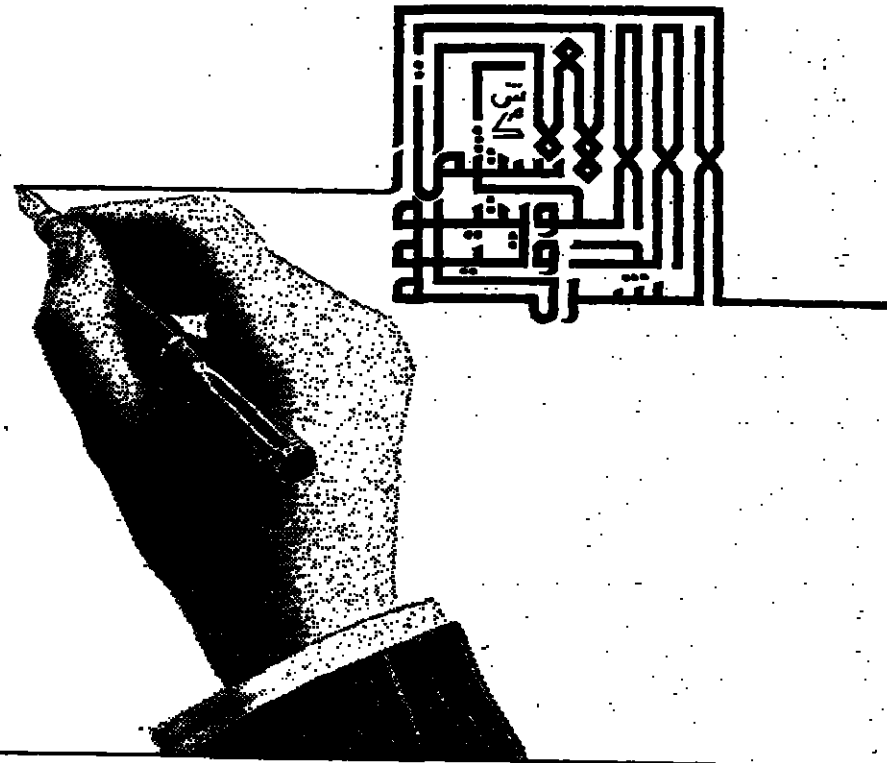
Two new 110 to 150 seat aircraft, the MD-91 and MD-92, are already planned to enter service at the beginning of the 1990s, with industrial co-operation agreed with China, Italy and Brazil.

Ministers responsible for Airbus from the governments concerned - France, West Germany,

Britain and Spain - would meet in Munich in September, Mr Riedl said. Mr Riedl was appointed in March as government "co-ordinator" of West Germany's aerospace efforts at the request of Mr Franz Josef Strauss, chairman of the Bavarian Christian Social Union (CSU) and head of the supervisory board at Airbus Industrie.

Mr Riedl said Airbus Industrie would probably need more money from the Bonn Government in 1988 because its sales were unprofitable on account of the low dollar.

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INTERNATIONAL APPOINTMENTS

Career switch by leading executive of AMD

BY LOUISE KEHOE IN SAN FRANCISCO

A CAREER SWITCH by Mr George Scallise, senior vice president at Advanced Micro Devices (AMD), the major US semiconductor manufacturer, will deprive the US semiconductor industry of one of its most able political lobbyists at a time when critical industry issues are under consideration in Congress.

Mr Scallise, who announced last week that he was resigning his position at AMD to become president and chief executive of Maxtor, a California based maker of high capacity computer disk drives, has for the past two years devoted most of his time to championing the US chipmakers cause in Washington. With his move to Maxtor, Mr Scallise will be forced to resign his Government relations activities on behalf of the semiconductor industry.

As chairman of the Public Policy Committee of the Semiconductor Industry Association, Mr Scallise was heavily involved in representing the US chipmakers' views during the negotiation that led up to the signing of the US-Japanese semiconductor trade agreement last year. Recently, he has worked to raise Government funding for "Sematech", a proposed semiconductor industry co-operative manufacturing venture.



Mr George Scallise: making a move which deprives the US semiconductor industry of one of its most able political lobbyists

US chipmakers are seeking \$700m in Government funds for Sematech, a six-year project aimed at recapturing the lead in semiconductor manufacturing technology from Japanese competitors.

The US industry began its formal efforts to raise Sematech funding in May, and several bills containing funding proposals are currently under consideration in Congress.

A veteran of the semiconductor industry, Mr Scallise had been with AMD for 14 years, most recently as senior vice-president of government and industry affairs. For the past six months, Mr Scallise has also been an outside director of Maxtor, a growing disk drive maker.

At Maxtor, Mr Scallise will take over responsibility for day-to-day operations from Mr James McCoy, the company founder, who is to remain chairman of the company. According to Mr McCoy, Mr Scallise's move was in part motivated by a desire to take up a post in operations.

Semiconductor industry analysts note, however, that AMD is about to acquire Monolithic Memories, a smaller US chip manufacturer. The acquisition will result in duplication of several management positions.

MORGAN STANLEY Group, the US banking house, has announced that Mr Mario Malt has joined the firm to head its Japanese equity sales operations in the UK and Europe. He has been appointed an executive director of Morgan Stanley International.

Mr Malt previously served with Jardine Fleming as a manager and director of its Tokyo office. He transferred to Jardine Fleming in Tokyo in 1983.

Sikorsky in light helicopter job change

UNITED TECHNOLOGIES of Hartford, Ct, and the Boeing Company of the US, have announced that Mr Robert Zincone, president of Sikorsky Aircraft, has been elected president of the Boeing Sikorsky LEH (light helicopter experimental) joint venture. United Technologies has also announced that Mr Eugene Buckley, currently executive vice president of Sikorsky, has become Sikorsky president, succeeding Mr Zincone.

The change is associated with the US Army's LEH programme.

Technology step at Rohr

ROHR INDUSTRIES, the Californian aircraft concern, has appointed Mr John W. Sandford (47), senior vice president, programmes and technology. He is to take responsibility for engineering, technology development, customer support, business development, and programme and contract management. He is to join Rohr on Monday.

Mr Sandford succeeds Mr G. (Don) Sim, who last month became vice chairman of the Rohr board, with primary responsibility for the company's external affairs.

Long-awaited move at top of AWA

BY CHRIS SHERWELL IN SYDNEY

AMALGAMATED WIRELESS Australasia (AWA), the broadcasting, electronics and communications company which recently discovered foreign exchange losses of up to A\$80m (US\$21m), has announced the long-awaited appointment of a new managing director.

The job is to be taken by Dr Peter Crawford, aged 47, who for the past four years has been managing director of the Metropolitan Water Sewerage and Drainage Board in Sydney. He starts work at the end of August.

According to Mr John Hooke, chairman and chief executive, the appointment follows a 12-month search and is part of a new business development strategy worked out with the help of McKinsey, the US-based business consultants.

This will concentrate AWA's activities in the areas where it excels. "These are primarily high technology entrepreneurial sectors, and it is our objective to become world leaders in selected markets," Mr Hooke says.

AWA is going through a critical phase following its embarrassing announcement earlier this month that its pre-tax profit of A\$30m for the six months to last December may have been overstated.

The overstatement arose, the company says, out of losses on foreign exchange transactions

just discovered, and it is now believed that further foreign exchange losses will adversely affect the company's results substantially for the six months to June.

At the time it published its December profits the company indicated that about one-third of the pre-tax figure was due to foreign exchange gains and that it had developed a profit centre in its foreign exchange management.

The failure by the company and its auditors to discover sooner that there had also been speculative losses in the currency markets has inevitably aroused criticism.

A full audit is now under way, but AWA has already said the losses should not exceed A\$30m.

Mr Francois B. Larsen has been appointed general manager and managing director of Chemical New York Capital Market Corporation, the securities subsidiary of the New York banking house in Geneva.

Mr Larsen succeeds the interim general manager and managing director, Mr Janharm Musters, who is to return to his post as chief operating officer for Chemical Bank International Ltd in London.

Mr Larsen was directeur-adjoint of Chemical New York Capital Market Corporation from 1984 until 1987 when he resigned.

Accountancy Appointments

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Financial Controller

With General Management Potential

High Tech Electronics

Cambridge, c £25,000, Car, Benefits

The acknowledged world leader in its field is a young expanding manufacturer of electronically controlled test equipment for the semi-conductor industry. It is now seeking to recruit a Financial Controller with general management potential whose experience has been preferably in a high-tech manufacturing environment to work alongside the Managing Director, successfully steering the company through its next phase of planned expansion. The Financial Controller will have full profit responsibility including the production of financial, management and statutory accounts, cash and budget preparation, inventory and credit control. Aged 28-40 candidates will be well qualified, commercially aware accountants who have the flair, drive and determination to lead by example whilst demonstrating the man-management skills necessary to assume full general management responsibility within a short time frame. Salary will not be a limiting factor to high calibre candidates.

K. Miller, Hoggett Bowers plc, 7 Lisbon Square, LEEDS, LS1 4LZ, 0532 446661. Ref: L16006/FT

Finance Director

Manufacturing

North West, To £25,000, Car, Benefits

This organisation, with a turnover of £8m per annum, is part of a well known UK engineering group. Now set on an ambitious growth plan, a top flight executive is required to head up the financial function and provide a high level of financial management compatible with the company's expansion programme. Ideally in your thirties you will be a qualified accountant, with significant finance and success in implementing effective product costing systems within engineering or manufacturing. Your style of leadership will be 'hands on' and you must be the type to get things done in an organisation which is looking for significant development in all aspects of its financial systems, controls and reporting. The salary package consists of a first class salary, bonus and full range of benefits. Prospects in this expanding group are first class.

J.A. Thomas, Hoggett Bowers plc, 7 Lisbon Square, LEEDS, LS1 4LZ, 0532 446661. Ref: L13029/FT

Financial Director

Northern England, c £25,000, Car, Benefits

Acknowledged as the leader in its specialised and highly commercial field, the Company is a mature, diverse international £15m turnover subsidiary of a high profile expansionist plc. A rare and exciting opportunity has arisen for an experienced, well qualified, commercially aware accountant who, reporting to the Managing Director, will take full responsibility for all accounting matters with specific involvement for overseeing the successful implementation of a new computerised accounting administration system. Aged around 40, candidates will probably have a background in retail, wholesale, mail order or brokerage with a successful track record in a multi-product organisation being essential. Regular travel to the Company's regional depots with limited overseas travel is envisaged. Salary will not be a limiting factor for high calibre applicants.

K. Miller, Hoggett Bowers plc, 7 Lisbon Square, LEEDS, LS1 4LZ, 0532 446661. Ref: L16006/FT

Finalist/Recently Qualified

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Miss E. Boylan, Hoggett Bowers plc, Accountancy Division, Abbott House, 1/2 Hanover Street, LONDON, W1R 0WB, 01-499 2766. Ref: 623/FT

These positions are open to male or female candidates. Please telephone for a Personal History Form to the relevant office, quoting the appropriate reference.

A real challenge for young accountants...

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Pearson plc is the UK quoted holding company of a worldwide group whose principal business sectors are information and entertainment, investment banking, oil and oil services and fine china. The group has an impressive record of profit growth and is forecasting continued expansion. A vacancy for a management accountant has arisen through internal promotion.

Working as a member of a small, professional team based in the corporate headquarters, the management accountant will primarily be responsible for the collation, interpretation and analysis of management information. He or she will also be involved on a range of projects including acquisition appraisals. The growth of the group should provide considerable opportunities for career development.

In their mid to late 20s, applicants should be graduate qualified accountants from commerce or the profession. A flexible approach, analytical ability and good interpersonal skills are required.

Please write, quoting reference H/625/CF, enclosing a career/salary history and daytime telephone number, to our selection consultants:

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London WC1V 6QA



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Partnership Secretary/ Financial Controller

West Country

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Our client is a large and successful firm of solicitors operating in the heart of the West Country. Over the last one hundred years the practice has established a reputation for reliability and professionalism. This, combined with an innovative and positive approach to future growth has made the firm a major regional force in the legal profession.

They now seek to recruit an individual to undertake the role of Financial Controller and Partnership Secretary, a newly created post offering not only career progression but very real challenge and enjoyment.

Initially the duties will include: ★ full financial control of the practice ★ day-to-day running of the accounting function ★ provision of management information for the partners ★ systems development ★ tax and treasury ★ and, secretarial duties. However, it is envisaged that the role will soon progress into carrying responsibility for identifying, researching and engineering future, and possibly diverse, business

opportunities for the practice to enter, thus creating both organic and dynamic growth.

Applicants should be qualified accountants (preferably graduate ACA), aged 27-35, with an impressive track record to date. Additionally, qualities of innovation, resourcefulness, diplomacy, persuasion, communicative skills and strength of character must be displayed, together with a strong and urgent sense of commercial awareness. This is not a retirement post.

On offer is not just an excellent remuneration and benefits package (including an executive car and full relocation assistance where applicable) but the opportunity to play a vital and decisive role in the future of this firm.

Interested applicants should write, enclosing a comprehensive CV, to Renny Hayes BA, ACA at 25, St Augustine's Parade, Bristol BS1 4UL, quoting reference 8070.



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As a result of reorganisation at the UK Head Office, the need has arisen to appoint a Financial Accountant within the Controller's department. This is an important post within a small department and responsibilities will include preparation of financial information and contributing to systems development.

Suitable applicants will be recently qualified Accountants, preferably Chartered, with experience of accounts preparation. Post qualification experience outside the profession is also desirable, as is familiarity with PCs.

Candidates should possess strong communications skills and man management potential, be self motivated and able to demonstrate a flexible and innovative approach to their work. Written applications, enclosing an up-to-date CV should be submitted to Eric Sutton or Pippa Curtis, Douglas Llamias Associates Limited, 410 Strand, London WC2R 0NS, quoting reference number 7812.

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The ideal candidate will be an individual aged 28-40, hold a recognised accountancy qualification and whose experience has embraced the construction industry. Career prospects are excellent not only within the division but also in the overall group context. Relocation expenses will be paid, where applicable, to the Group's Headquarters in the Northern Home Counties. Please write in confidence to David Adrian, Bull Thompson & Associates, Phoenix House, 45 Cross Street, Manchester M2 4JF, quoting Reference FT/4002.

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This is currently a number two position to the Divisional Head of Finance and will therefore appeal to a young man or woman whose ambitions lie in international manufacturing industry. Some travel will be involved, including the U.S.

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Please write with full details to Jennie Hale, ref. JHB/11 or phone (0272) 276617 (office), (02912) 70458 (outside business hours).

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Financial Controller A new role in Financial Services

Birmingham

Salary + bonus c. £40,000 + Car

Reporting to the Chief Executive, you will be responsible for the development and implementation of all the systems and controls that will underpin the financial management of the business. This will include not only the classic elements of financial and management reporting and control but also the key aspects of the management of clients funds, optimising short-term investment opportunities and ensuring statutory compliance. In a business where the service is itself about money management, you will additionally be expected to play a significant part in the development and on-going management of the operational systems of the company.

We are seeking qualified accountants (preferably ACA's) now in their thirties who, in addition to their technical capabilities can show an ability to develop the function in a high growth environment. The person we are keen to attract will be able to contribute fully to the business decision making process whilst at the same time providing firm control over all finance administration and money matters.

A background in financial services is not essential although undoubtedly helpful. The very attractive employment terms include a strong financial incentive in addition to salary. Career prospects are excellent with the potential to move to more corporate roles as the group adds other financial services elements to the initial business.

Applicants of either sex should apply in confidence to Michael Johnson on (0962) 53319 (24-hour service) or write to Johnson Wilson & Partners, Clarendon House, Hyde Street, Winchester, Hampshire SO23 7DX quoting ref. 766.



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Salary and benefits will be by negotiation, but the package will be substantial and in line with the responsibilities and development potential of the position.

If you believe you have the abilities and experience to meet this challenging position please write in confidence with full career details, including salary, to:

Berke Fine
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EDITOR**Accounting Publications**

Lafferty Publications is looking for a senior specialist in accounting information to provide editorial direction and management for its group of accounting publications: The Accountant, International Accounting Bulletin and Bank Accounting Report.

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Financial controller**Property developments
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This expansion is such that a Financial Controller is now required to handle all the financial control and management information for the group.

Candidates are likely to be in their 30s, qualified accountants with broad experience. A period in the property sector would be an advantage. Essential are strong team management skills developed in a fast moving and entrepreneurial environment. Familiarity with up-to-date information technology developments would be an added advantage.

Remuneration is negotiable depending on experience but is unlikely to be a bar to the right candidate and reflects the crucial importance the company attaches to this appointment.

Résumés, including a daytime telephone number, to Daphne Silvester, quoting Ref. DS738.

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Age guideline 26-33.

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FINANCE DIRECTOR

c£35,000 + BONUS + CAR

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Please reply in confidence giving concise career, personal and salary details and quoting ref: L252, to Heather Male, Slade Consulting Group (UK) Ltd, 58 St. James's Street, London SW1A 1LD. Tel: 01-629 8070.

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MANAGER**

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Executives**

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Please telephone Ken Taylor on 01-831 2345 or write to him enclosing your career details.

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This position will meet the career aspirations of a skilled professional and will offer invaluable experience of the financial services industry. The remuneration package is excellent and, in addition to a competitive salary, includes company car, mortgage subsidy and comprehensive relocation assistance if appropriate. Applicants who believe they have the ability to meet our requirements are invited to write to the address below with brief career details or a CV.

Ms Jean Brooks, Group Personnel Officer,
NM Schroder Financial Management Limited,
Enterprise House, Rumbold Street Road,
Portsmouth PO1 2AW
Telephone: Portsmouth (0705) 627738

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West Midlands £25-30,000 + Car

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The European Financial Controller will be seen as the 'eyes and ears' of the European Finance function with duties covering financial policy, business planning, accounting and treasury, as well as active participation in strategic policy decisions.

To qualify for this demanding position, the new team member must have proven financial management skills, ideally gained at international level, an understanding of European/USA Taxation and the ability to relate easily to personnel at all levels.

Our clients know that they are asking for an exceptional person, but offer a highly attractive salary and benefits package to match.

If you feel you are the person to respond to this challenge, please write in confidence, quoting reference SFEFC.84, to Steven French, Senior Consultant.



Peat Marwick McLintock

Executive Selection
Peat House, 45 Church Street, Birmingham B3 2DL.

**FINANCE & ADMINISTRATION DIRECTOR
Kent**

to c £20,000 + Benefits

Our client is an expanding transport group with a turnover of around £5 million in the current year, operating extensive bus, coach and related services in rural Kent.

As a full board member, reporting to the Managing Director, the successful candidate will be responsible for financial and management information, close monitoring of the operation, further development of the in-house computer networks and for analysing the financial implications of development projects.

Candidates must be qualified accountants with a practical, positive attitude, be fully conversant with computers and keen to be closely involved in new business opportunities. The probable age range is 28 to 38 and knowledge of the transport industry would be advantageous.

Salary is negotiable up to circa £20,000 plus benefits including relocation where appropriate.

Please send a comprehensive career résumé, including daytime telephone number, quoting reference 2809/KM to Richard Bulgin, Executive Selection Division, or telephone for an application form.

Touche Ross
The Business Partners

Thames Inn House, 3/4 Holborn Circus, London EC4. Tel: 01-353-7361.

ACTUARY Pension Consultancy Partner

c.£60,000 +

THE CLIENT is one of the leading international Accountancy Partnerships, who now wish to develop their Pension Consultancy Services in the UK.

THE ROLE is to build a consultancy business, providing advice on the creation of new schemes, proposed pension legislation, funding rates, surpluses, negotiations with the Inland Revenue, appropriate accounting treatments and acquisitions.

THE REQUIREMENT is for an Actuary, aged 35-45, strong on business development with real credibility in pensions and the management ability to lead a specialist team.

THE COMPENSATION package will be excellent to attract a top calibre professional to become an Equity Partner, participating in the profitability of a first-class firm.

Please reply in confidence with full CV details by 30th July, to Ref: 6F27, Search Resources International, Rapier House, 40/46 Lambs Conduit Street, London WC1M 3LT.

Finance Director

West London

c£25,000 + bonus + car

Our client is a highly profitable service and manufacturing company, turnover c£5m, that has recently been acquired by a rapidly expanding and substantial plc. The company is now going through a period of significant modernisation and the newly appointed Chief Executive seeks to strengthen financial and general management controls throughout.

A Finance Director is now sought to effect these changes which will have a major emphasis on the total automation/computerisation of management information across all disciplines of the business. The role will require the individual to be part of the senior management team in implementing future strategy and expansion of the company.

Candidates will be qualified accountants, age indicator 28-35, whose significant professional and operational experience will combine to provide a General Management outlook. Maturity, leadership and enthusiasm are vital.

Please write or telephone enclosing full resume quoting ref: 138 to: Philip Cartwright FCMA, 97 Jermyn Street, London SW1Y 6JE. Tel: 01-839 4572

**Cartwright
Hopkins**

FINANCIAL SELECTION AND SEARCH

Company Secretary (designate)

Insurance Company: W.C.2

c£17,000/Car/Assisted Mortgage

An old established specialist Insurance Company is looking for a qualified Accountant or ACIS to work with the existing Company Secretary with the aim of succeeding him.

Experience of financial accounting is essential—preferably in an Insurance context. Some familiarity with D.P. is also desirable.

Interviews will be arranged in Central London but letters of application, quoting Ref. No. 661, should be sent to David Whately, Boonhill Farm, Iden, Rye, East Sussex TN31 7QA.



WHATELY PETRE LIMITED, Executive Selection

Retail financial management

Our Client, a highly successful and respected national retailing Group, is recruiting for a variety of financial positions, following structural and re-organisational change.

These positions are primarily Central London based and carry competitive salaries to match level of responsibility, together with comprehensive fringe benefits. Career prospects within the Group are excellent.

Senior Financial Accountant

£30,000-£35,000 + car

To take full responsibility for the financial accounting of the major subsidiary. Reporting to the Chief Accountant, you will supervise a department of twenty staff and ensure that systems and procedures are in place to produce accurate and timely management and statutory accounts, from computer based systems.

Senior Management Accountant

c. £30,000 + car

With 5-10 years experience and qualified, you will be reporting to the Chief Accountant of the major subsidiary Company. Responsibilities will include the preparation of the consolidated trading profit of all individual outlets, management statistics and the Company's Bought Ledger (20,000 accounts, purchases of £450m.), concessionaire agreements and payments using fully computerised systems.

Financial Controller

c. £30,000 + car

To be responsible for the financial Director of a very prestigious store within the group. This position calls for a self-motivated individual seeking a career move into a dynamic and energetic environment. You will need to be a first class experienced and qualified, accountant, able to manage a team of staff and communicate at all levels.

Assistant Company Secretary

c. £23,000

Reporting to the Group Company Secretary for the general secretarial practice and annual returns for over 70 companies, through computerised records; legal and statutory work; trade marks and some pension work. A qualified ACIS or equivalent, candidates will be experienced Secretaries, or Lawyers with secretarial experience, who are seeking a new and challenging role.

Financial Accountants

c. £15,000

For various subsidiary Companies mainly London based, one based in Northampton. These positions would suit newly qualified accountants looking for a career move into commerce or experienced partly-qualified accountants who can demonstrate that they have held positions where excellent financial control has been maintained.

Group Pensions Manager

c. £25,000

Responsible to the Trustees for the administration of three pension funds, with total assets in excess of £200m. The Manager will be able to recommend benefit design and new policies to the Trustees and to implement them as appropriate. There will be regular contact with advisers, actuaries, members and pensioners. A relevant FMI qualification and several years experience in a similar role are essential requirements.

Confidential Reply Service: Please write with full CV quoting reference 2091/AM and position of interest on your envelope, listing separately any company to whom you do not wish your details to be sent. CVs will be forwarded directly to our client, who will conduct the interviews. Charles Barker Recruitment Limited, 30 Farringdon Street, London EC4A 4EA.

CHARLES BARKER
ADVERTISING-SELECTION-SEARCH

MANAGEMENT ACCOUNTANT PUBLISHING

Kensington

c£22-23,000 + car

A leading and expanding magazine publishing group seeks a young, enthusiastic and ambitious accountant to head up its Management Accounts Department consisting of 9 staff.

Reporting to the Group Financial Controller, the successful candidate will be responsible for the total management accounting function including budgeting, forecasting, future planning and a wide range of ad hoc projects.

This is a key position involving close liaison with senior operational management, and offers the opportunity to contribute towards the group's profitability. Candidates must be able to demonstrate a keen commercial approach and the ability to communicate effectively. Experience of spreadsheet and/or database applications would be an advantage.

All applications will be forwarded direct to our client. Please indicate in a covering letter any firms to whom you do not wish to apply.

Please send a comprehensive career resume, including salary history and daytime telephone number, quoting ref: 2808 to Mrs M Shaw, Executive Selection Division.

Touche Ross
The Business Partners

Thavies Inn House, 3/4 Holborn Circus, London EC1N 2HB.
Telephone: 01 353 7361

Accountants: Your route to the top

Our client is looking for highly motivated, professional accountants to join a specialist team within the finance function of its high technology electronic systems business.

Team responsibilities include:

- ★ Provision of a management accounting service, the development of the finance organisation in responding to changing business requirements and the implementation of new mainframe and micro-based computer systems.
- ★ Assisting the business to develop and execute strong financial controls within a framework of future planning through the provision of regular forecasts, budgets and strategic plans.
- ★ Preparation and interpretation of numbers to make business decisions, including bids, product planning, capital and business planning.
- ★ In depth evaluation of business issues and their financial implications with finance and non-finance management at a senior level.

A qualified accountant in your mid to late twenties, you will have relevant experience within a manufacturing environment, ideally related to the electronics industry. With the capability to work under pressure, you will possess a high degree of analytical skill and the ability to communicate effectively at all levels.

If you are seeking a key role in the future development of a progressive company and an escape from the routine, we offer rapid and clearly defined career paths within finance and beyond. Promotion opportunities are excellent within the department and the group.

Confidential Reply Service: Please write with full CV quoting reference 2091/AM on your envelope, listing separately any company to whom you do not wish your details to be sent. CVs will be forwarded directly to our client, who will conduct the interviews. Charles Barker Recruitment Limited, 30 Farringdon Street, London EC4A 4EA.

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The products we sell are manufactured by major companies such as Agfa-Gevaert, Kodak, Fuji etc and are handled through our ten sales offices and three main depots by our staff of 140 people.

An opportunity now exists in a newly created role for a qualified accountant to report directly to the Board with Management and Financial information, to redevelop management systems and reports and to generally oversee the accounting and reporting functions of all facets of the business. The successful applicant will have a direct staff of approximately 20 including those involved in computer development.

Applicants will ideally be aged 30-40, will have qualified with a major professional firm and had post qualification experience both inside and outside of the profession.

Please write, enclosing full curriculum vitae, to:
G. R. Silver, The Autex Group Limited,
Autex House, Milton Avenue, Croydon, Surrey CR9 2BP

Financial Controller (FINANCIAL DIRECTOR DESIGNATE)

LONDON

Earnings c. £25,000+car

An exciting opportunity potentially leading to a Board appointment, exists for a highly motivated young accountant to play a vital role in the development of a well established private company which designs and supplies high quality fabrics and furnishings. Current turnover is approaching £10 million and there are ambitious plans for further expansion.

Reporting to the Managing Director, the Financial Controller will be expected to provide prompt financial and management accounts, exercise tight but tactful credit control, develop existing computerised information systems and make a significant contribution to management decisions. Candidates should be profit orientated accountants aged 27-32 with experience of managing an accounts department in a firm serving large number of demanding customers. They must be well disciplined, practical, hands-on professionals with the determination, enthusiasm and commitment to grow with the company.

The remuneration package includes basic salary, profit sharing, car, pension, private medical insurance and a staff purchase scheme.

Please send a comprehensive cv including salary history and daytime telephone number to:

R. A. Martin

CHARLES HAMMOND LTD

2a Battersea Park Road, London SW8 5BJ

Financial Controller/ Company Secretary

Formed in 1965, my client services the chemical petroleum and liquefied gas industries on Teesside, at the heart of the North East's vast petrochemical region. The Company is highly successful, dedicated to maintaining its position as a leader in the chemical storage industry.

The successful candidate will undertake Financial and Administrative control as well as Company Secretarial duties. The Company is highly computerised, and there will be considerable involvement in the further development of such in conjunction with the DP Manager.

Applicants should be Cost and Management Accountants, probably aged 35+. Experience in a smaller industrial or commercial environment which has encouraged broader involvement in company operations would be useful. A strong interest in and knowledge of DP operations is essential, and the Company place a high priority on dynamism, creativity and professionalism. Remuneration will be commensurate with the importance of this key role. Relocation assistance will be available if appropriate.

Please send CV to Jill McIntyre, Management Selection, PER, Centro House, Cloth Market, Newcastle upon Tyne, NE1 3EE.

Applications are welcome from both men and women.

PER Management Selection

Group Personal Tax Adviser GIBRALTAR

Outstanding opportunity to work in an exciting growth-orientated business environment—and live in the delightful countryside of Andalusia.

This British-managed group provides a comprehensive range of financial services to companies and individuals with interests in the area. Due to significant growth over the last year the Company is responding to demands on its professional services of which personal tax advice is playing an increasingly important role.

The group wishes to recruit a senior, experienced Personal Tax Adviser who has had hands-on experience in a major financial institution, a public accountancy practice or a financial services organisation on the tax planning side. The Adviser will have a thorough understanding of the UK tax system, especially the treatment of non-resident but still UK domiciled individuals. This should cover both a knowledge of the law and practical aspects of dealing with the Revenue. Other key elements of the role will be to:

- Liaise with the company's Spanish compliance offices;
- Develop a working knowledge of the Spanish tax system;
- Develop and maintain contact with associate tax advisers in other countries for specialist local advice to non-British expatriates;
- Advise the Board on the timing of establishment of local compliance offices in other European countries;
- Keep abreast of developments in personal tax systems throughout the world and alert the board team to all new tax-orientated marketing opportunities.

The successful candidate will be qualified ACA or ATT, or possibly a Barrister from tax chambers, aged between 30 and 38. The remuneration package will be attractive and reflect the importance of the position. Some fluency, preferably in Spanish or one other European language, would be an advantage.

Please send a detailed c.v. or telephone in confidence to:

Roger Meldrum

JSP SELECTION CONSULTANTS

10 Haymarket, London SW1Y 4BP

Telephone: 01-930 3901

Financial Controller

£23,000 + 2.5 litre car

Kent

Backed by a number of large financial and institutional investors, we have achieved a substantial increase in our share of the expanding market for civil and military, on/off-road vehicles. We are now seeking a qualified accountant, with a background in the manufacturing industry and with sufficient expertise to assume the role of Financial Controller.

Reporting to the Board, you will be responsible for all financial and accounting programmes and will be expected to consider both immediate issues and long-term policies. Furthermore, as an important member of the senior management team, you will have a part to play in the planning of all the company's activities. Detailed understanding of costing systems is required.

In addition to your salary and your company car, you will be in an excellent position to benefit from the anticipated growth of the company. So, if you have the professional and personal skills to control a complete accounting function, send your CV to:

The Chairman, Stonefield, Knight Road, Strood, Rochester, Kent ME2 2AT.



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Manager

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As a vital part of its thrust into the capital markets of the world, our client, a major international investment bank is developing computer systems which will support global operations. This is a complex task, making available up to the minute financial information, anywhere in the world, at any time.

The development of such a sophisticated system demands effective project management control of both people and resources. Further it requires specific knowledge; you will therefore probably be a qualified accountant, with significant experience of multi-currency accounting systems within an international bank. Your background should also include

management of mainframe computer systems developments, ideally within an IBM environment.

This is a critical role which involves working closely with the senior management of the Bank so that complex accounting requirements can be translated into effective systems solutions.

The rewards reflect the level of responsibility - an excellent salary, car, results driven bonus and a complete range of financial sector benefits.

To apply, please write with your full C.V. quoting ref. 105 to Stephen Garlick, Michael Page Partnership, 39-41 Parker Street, London WC2B 5LH.



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London Bristol Windsor St Albans Leatherhead Birmingham Nottingham Manchester Leeds Glasgow & Worldwide
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Business Planning and Control with Board potential

c. £20,000 + car etc.

Birmingham

This is a rare opportunity for an experienced business/financial analyst to play an influential role in the continued development of successful engineering companies in Great Britain with over 30 associate companies throughout the world and its Headquarters in Vienna.

This newly created position includes responsibility for cost and financial analysis, planning, and management accounting. The introduction and establishment of efficient cost control and financial analysis systems is a key task, together with the development of routine reporting systems.

Essential qualifications are a good degree in Economics and Business Management with a sound grasp of accounting procedures gained in manufacturing industries. The ideal age is mid

30's and business experience must have been gained in thoroughly analysing project and business costs from basic contact at shop floor level to ultimately reporting at Board level.

This position will appeal to enthusiastic, imaginative candidates who can demonstrate their commitment to implementing new systems and procedures, and who possess the understanding and commercial sense to advise on and participate in the basic decisions of the business. Prospects for short term advancement to a Board position are excellent, and in addition to a negotiable salary, assistance with relocation costs will be provided, where appropriate.

Please write or telephone for an application form or send detailed CV to Philip Guy at the address below, quoting reference: FRM/1515/EP



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An introduction to the international financial markets . . .

Young Accountants

£18-22,000 + bonus + mortgage subsidy

Phillips & Drew is a major force in the international securities market. With offices in London, New York and Tokyo, the company, a subsidiary of the Union Bank of Switzerland group, is highly regarded and is growing rapidly throughout its operations.

The company now wishes to strengthen its financial function through the recruitment of several young accountants. Based in London each will be given the opportunity to make a considerable contribution - through the interpretation and analysis of information, the development of systems and procedures; and the determination of product and service profitability.

The exposure within the organisation and the continuing growth will provide excellent opportunities for career development in the finance function or other areas of the company.

In their mid 20s, applicants should be newly/recently qualified accountants (ACA/ACMA), ideally with a knowledge of the finance sector.

Please write, quoting reference H/626/JF, enclosing a career/salary history and daytime telephone number, to David Hogg FCA at

Lloyd Management,
125 High Holborn,
London WC1V 6QA

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Daniel Berry
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Ext. 3351

Treasury Dealer/Administrator

London

c£15,000

Our client is a substantial UK-based industrial group with over 70 subsidiaries worldwide. Following a major re-structuring of its activities, the Group is ideally placed to sustain rapid growth in all market sectors.

An exciting opportunity exists for a Dealer/Administrator to join the Group's Corporate Treasury team. You will assume responsibility for all day to day dealing in sterling and foreign exchange together with the associated administration and related accounting records.

You will be expected to design and introduce cash forecasting procedures and assist with treasury systems selection and implementation.

If you are in your mid 20's and already have relevant dealing experience, but are keen to develop a career in corporate treasury, please write to Barry A. Ollier ACA, enclosing a comprehensive C.V. and daytime telephone number at 39-41 Parker Street, London WC2B 5LH, quoting ref no 432.



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European Internal Auditor

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Reporting to the European Audit Manager (whose office is in Holland) your role will be to guide and assist your colleagues in business, financial, manufacturing, marketing and sales management throughout Europe to achieve efficiencies and long-term business success through the maintenance of a corporate culture which is dedicated to growing the bottom line:

- participating in the planning of the European audit strategy;
- performing operational (c 70% of time) and financial (c 30%) audits;
- identifying and reporting on opportunities to leverage profitability/increase perceived threats to operating effectiveness.

Probably 28-plus; ICMA or perhaps ACCA or equivalent and maybe with a business studies qualification; 5-10 years' experience - mostly or wholly gained in leading-edge manufacturing companies; with a domestic base which enables you to travel extensively in the UK and elsewhere in Europe - you'll relish new challenges and thrive in this high profile role. Write now with succinct/relevant career summary and salary statement, or telephone Roger Stephens/Ann Judge for a brief initial discussion. Ref: 8736.

Roger Stephens & Associates

Management • Search • Selection
Chequers House, 1-3 Park Street, Old Hatfield,
Herts AL9 5AT. Telephone: 07072 75361/2

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ARE YOU READY TO MOVE

Chief Accountant

N. LONDON

A major service organisation with a highly visible nationwide network of operation, having reached a particularly interesting stage in its development, has identified the need for a suitable qualified accountant (aged up to 30 years).

The initial brief is to optimise financial control and the underlying systems of recording accounting and management data within a developing computerised environment. Thus, detailed knowledge of statutory requirements gained in a high profile organisation is called for. Additionally, experience should cover computer systems and you must be able to demonstrate successful man-management skills plus the personality to deal with both internal and external contacts at the highest level.

The position offers substantial challenge now and planned expansion will ensure continued interest in the longer term. Benefits are attractive and appropriate relocation expenses will be met.

Please write with full CV and daytime telephone number to Patrick Donnelly, quoting reference FT/010. PD Consultants, 314/316 Vauxhall Bridge Road, London SW1V 1AA. Tel: 01-828 2273.

Financial Director

(Designate)

Circa £30,000

Central London

This leading and rapidly expanding group of companies provides a wide range of professional construction industry related services to clients in the UK and abroad. Based on their unequalled reputation for a professional and personal service, the group has established a highly prestigious client portfolio and is now poised for even greater success.

Central to their plans is the appointment of a Financial Director (Designate) who, reporting to the Chairman, will be responsible for all financial matters. You must be a Chartered Accountant with previous experience in a similar capacity either in a professional firm or with a company in the construction industry. You will have a pleasant and tactful manner and will be expected to be committed to and make a positive contribution towards the continuing expansion of the group.

The importance of this position is reflected in the remuneration package on offer, including a salary circa £30,000. Company car and other benefits.

On the satisfactory completion of a probationary period, a main board Directorship will be offered.

To apply send full CV to: Richard Zboroski, Recruitment Manager, PER, Rex House, 4-12 Regent Street, London SW1Y 4PP.

PER Management Selection

COMMERCIAL DIRECTOR

Central London

neg to £30K

Our client, a subsidiary of a substantial and growing market leader, turns over a profitable £15M in trade. We seek a Commercial Director, reporting to the Managing Director, to administer the company and to take a major part in marketing and business development.

The successful candidate will have a background in trading or possibly in the leisure industry. He or she will probably be an accountant and will certainly have commercial and managerial experience outside the purely financial function. Some sales experience would be a bonus. Computer literacy is essential, as are excellent communication skills and entrepreneurial flair - backed by a systematic approach to problem-solving. Age indicator 35-45.

Salary negotiable to £30K. Car. Pension. Life and medical insurance. Profit-related bonus.

For further information and an application form please telephone Windsor (0783) 867175 (24 hrs) or write with full details to David Macintosh, Director - Human Resources Division, 3i Consultants Ltd, 81 High Street, Windsor, Surrey SL4 1LD. Please quote ref DM/690.



3i Consultants Ltd
Human Resources Division

Finance Recruitment

SENIOR ACCOUNTANTS OIL/ENERGY

to c£23,000 package

One of the most successful Oil and Gas corporations (UK & Worldwide) with virtually continuous expansion over many years is now proceeding with a new £100m+ long term development which necessitates the recruitment of a number of qualified (ACA, CACA, CIMA) accountants for their Central London H/O.

Specific responsibilities differ with each position but all are geared to Financial and Management Accounting with a proven track record of success and who seek varied, stimulating, career positions with good training facilities and first rate career prospects.

Highly attractive benefits include non-contrib. pension, private medical plan, share scheme, relocation, and free lunches.

For full details of these challenging positions please phone or write to KIERAN BEST or NICK KEEN

01-734 4836

Grafton House, 2-3 Golden Square, London W1R 3AD

GROUP FINANCE MANAGER

London

c£30,000 + Car

Our client is a major international leisure group which is now seeking to strengthen its central finance function.

Responsibilities, encompassing both financial and management accounting, will include period and statutory reporting, budgets and forecasts, systems development and commercial guidance and will also involve a close liaison with the international tax and treasury functions.

Candidates will be qualified accountants aged around 30 with considerable post qualification experience at the centre of a substantial group. They will also possess strong analytical, communication and commercial skills.

Please reply in confidence with a comprehensive curriculum vitae including details of current remuneration and a daytime telephone number to D. E. SHRIBMAN.

HUDSON SHRIBMAN

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INTERNATIONAL INVESTMENT MANAGEMENT

CHIEF ACCOUNTANT FUNDS

To be based in the Channel Islands

Guinness Flight Global Asset Management Limited is a new company formed as part of the reorganisation of the investment activities of Guinness Mahon & Co. Limited.

The company has an acknowledged reputation in several areas of global asset management and is particularly well known for its Managed Currency Funds, handling over 40% of that market sector. The new organisation also includes Guinness Mahon Fund Managers (Guernsey) Limited and Guinness Mahon Trust Corporation (Guernsey) Limited with over 50 employees.

We are looking for a Chief Accountant Funds for the Guernsey companies to be responsible for the accounting and valuation functions for offshore funds valued in excess of \$500 million.

You should be fully qualified, aged between 25-35 with the relevant stamina, enthusiasm and financial skills to handle a job which is demanding because of the rapid pace of expansion currently being enjoyed by the business. Experience of the unit trust or offshore mutual fund industry would be desirable.

Moderately priced housing is available, and Guernsey Income Tax is 20%. We would be particularly interested to hear from candidates with Guernsey residential status.

Please reply in writing with a full C.V. to:

Veronica Burwood, Personnel Manager,
Guinness Flight Global Asset Management Limited,
32 St. Mary at Hill, London EC3P 3AJ.

Financial Controller

West Yorkshire

to £23,000 + Car

Our client is a £40 million turnover autonomous subsidiary of a highly successful multinational, engaged in the design, manufacture and worldwide distribution of high quality engineered products for the aerospace and related industrial markets.

They seek to recruit a Financial Controller who, reporting to the Managing Director, will be totally responsible for the management and further development of the finance and data processing functions. In addition the individual will be expected to make a significant contribution to the overall commercial management of the business.

The successful candidate, aged 35+, will be a qualified accountant (ACA, CACA, CIMA) with in-depth experience of financial management gained in a similar computerised manufacturing environment. Applicants must be able to demonstrate a high degree of commercial awareness in addition to the ability to thrive in a role requiring a direct "hands on" approach. Prospects within the group are excellent.

Interested applicants should write to Paul Kinsey, quoting ref. L8348, at Michael Page Partnership, Leigh House, 28-32 St. Paul's Street, Leeds LS1 2PX. (Tel: 0532 450212).



Michael Page Partnership

International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham Manchester Leeds Glasgow & Worldwide
A member of Addison Consultancy Group PLC

FINANCE DIRECTOR

Well established manufacturing based company

Up to £25,000 + car

South Wales

Our client company, flagship of a successful multi-million pound group, manufactures and markets a broad range of specialised products which have led their own particular field for over a century. The company's successful history combines with enormous enthusiasm about the product to create a highly motivated working environment. Ideal candidates for the vacant Finance Director position will be qualified Accountants (probably ACMA), in their thirties, currently working within a group that operates highly structured centralised financial reporting systems. Nevertheless, they will have a clear understanding of their role as financial advisor to an autonomous Managing Director. Strong financial systems orientation is a must, standard costing experience - and the shop floor awareness it creates - is highly desirable and previous exposure to MoD contract/tender work would be an added bonus. Our requirement for the full gamut of experience does not disguise the fact that we are looking for a distinct personality - strong enough to take full responsibility for the financial function with a dotted line to the centre but always aware that prime responsibility is to the local management team. Set in the midst of an attractive rural area, the unit is well placed to allow city or country lifestyle. The group's reputation for internal promotion across its subsidiary companies offers positive career potential. Please send full career details to Terry Ward, quoting reference LI 7151.

13/14 Hanover Street, London W1R 9HG. Telephone 01-493 5788.

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Our client is one of the world's leading consumer goods groups. Their success in the international market place is based on innovative product development, aggressive marketing, and a highly professional management approach in which the finance function plays a central pro-active role.

Based at their international headquarters, you will be a key member of a small specialist team reporting to the Finance Director. Your wide-ranging brief will include conducting business, financial and operational reviews, acquisitions and profitability studies, as well as involvement in a variety of problem-solving projects. This will involve working alongside Senior Management of operating subsidiaries, and you may expect to spend 15-20% of your time out of the U.K. visiting overseas

companies. You will also be responsible for the accurate reporting, analysis and interpretation of financial performance, and the preparation of forecasts, budgets and business plans.

For this challenging financial management role, which offers early responsibility, genuine involvement in business decision making, and excellent career prospects, we are seeking a young accountant (25-28) currently working either in commerce or the profession, who, in addition to excellent personal qualities, can offer some relevant investigative, commercial or analytical experience. For a detailed confidential discussion, call Neil Wax on 01-387 5400 (out of hours on 0923 243033) or write with full c.v. to:-

FINANCIAL SELECTION SERVICES

DRAYTON HOUSE, GORDON STREET, BLOOMSBURY, LONDON WC1H 0AN TELEPHONE: 01-387 5400

Financial Controller

Newport, Gwent to £30K + car

Operating in a truly international business, INMOS is a world leader in the microelectronics industry. With state-of-the-art products and innovative designs, worldwide revenues are projected to exceed \$100m this year, with significant growth in the future.

We now seek a Financial Controller to assume overall responsibility for the finance function of the UK operations which include the group's principal manufacturing operations, Microcomputer Design Centre and European and Japanese sales offices.

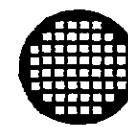
In addition to maintaining all financial records, you will be responsible for providing all the financial information required to manage the

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SECTION II - COMPANIES AND MARKETS

FINANCIAL TIMES

Thursday July 16 1987



ITT surges ahead 65% on insurance upturn

BY AMATOLE KALETSKY IN NEW YORK

ITT, the New York financial, travel and industrial conglomerate, has boosted its quarterly earnings by 65 per cent to \$244m or \$1.73 a share. In the second quarter of 1986, ITT made net profits of \$150m or \$1.05 a share. The results were slightly ahead of market expectations and ITT's shares rose 1 1/2% to \$62 1/2 in New York morning trading. In the first quarter ITT had announced a profit jump of 54 per cent. ITT indicated that the biggest factor in the sharp improvement was the continuing turnaround in US insurance business, which is now ITT's most important activity.

Hartford Insurance, the company's largest subsidiary, enjoyed continued improvement, particularly in its casualty business, said Mr. Rand Araskog, ITT chairman.

Hartford's results were also aided by \$40m tax benefit in the first six months of the year, \$23m of which came in the second quarter. ITT's total revenues increased to \$5bn in the quarter, 14 per cent higher than the restated \$4.4bn the year before.

The 1986 results were restated in view of the disposal of ITT's European telecommunications business last year. Insurance and finance revenues were 17 per cent up at \$2.6bn.

Apart from insurance, other ITT divisions which enjoyed gains in operating earnings and revenues included the Sheraton hotel chain and the Rayonier forest products group.

Automotive and electronic components also had "solid operating performances" while defence technology was down on last year.

At the six-month stage, net profits were \$427m or \$2.80 a share, against \$268m or \$1.75, while revenues rose from \$3.4bn to \$5.5bn.

Continental Illinois hit by \$500m loan loss provision

BY OUR NEW YORK STAFF

CONTINENTAL Illinois, the troubled Chicago bank operating under the indirect control of the Federal banking authorities, lost \$478.9m in the second quarter after providing \$500m for possible loan losses in the Third World.

Excluding this \$500m provision, the bank said it would have earned \$21.1m, which compares with a net income of \$40.5m, or 15 cents a share, in the second quarter of 1986.

The decline in underlying income was due to lower net interest and non-interest income and higher expenses, partly offset by smaller provisions for loan losses outside the Third World.

Continental Illinois provided a total of \$501.1m for possible loan losses in the second quarter, including the \$500m for Third World credits. This compared with provisions of \$35m a year ago.

Net charge-offs were \$1m, compared with \$18.6m the year before. The bank also transferred \$161m of poor-quality domestic loans to the Federal Deposit Insurance Corporation (FDIC) in the second quarter, bringing to \$1.3bn the total of assets transferred to the FDIC.

Confidential said that, as of the end of June 1987, it still had the right to transfer a further \$203m of assets to the FDIC.

The net loss for the first six months was \$433.8m, or \$4.22 a share, against a profit of \$79.8m, or 29 cents, a year earlier. Total assets were up from \$28.2bn to \$33.7bn at end-June.

Strong recovery for United Tech

BY JAMES SUCHAN IN NEW YORK

UNITED TECHNOLOGIES, the US aerospace and industrial group, yesterday reported a strong recovery in earnings with net income in the quarter ended June more than twice the depressed level of a year ago.

United Tech said that second-quarter net income was \$181m or \$1.19 a share against \$94.8m or 61 cents in the second quarter of 1986 when the company took a \$135m or 75 cents a share charge against contract losses at its Norden defence electronics subsidiary.

Six-month earnings came to \$254.2m or \$1.95 a share, against \$192.5m or \$1.37. Revenues rose from \$7.42bn to \$8.22bn, and in the June quarter rose 8 per cent to \$4.29bn.

Mr Robert Daniell, who took over as chairman this year, said that the second-quarter performance was "supportive of our conviction that UTC will record excellent financial results for the full year 1987."

The group, which has been working hard to stem losses in some of its high-technology businesses, announced that Hamilton Standard, its controls subsidiary, had moved into profit in the second quarter. Mr Daniell said that Hamilton is "making solid progress towards resuming its strong contributions to the corporation's earnings."

Mr Daniell said there were also good performances by Otis elevators, industrial systems and Pratt & Whitney, the aircraft engine subsidiary which booked a number of large contracts in the quarter.

Northrop \$15m loss in quarter

BY OUR NEW YORK STAFF

NORTHROP, the US defence aerospace contractor, reported a net loss of \$15.4m in the second quarter to June, as against net income of \$23.1m or 49 cents a share in the same period of last year. Sales revenues increased modestly from \$1.49bn to \$1.42bn.

The loss, which reduced net income in the first half to \$25.2m or 54 cents a share against \$62.1m or \$1.34 a share, was apparently caused by higher costs on its massive contract to develop the Stealth bomber for the US Air Force.

Last month, Northrop reported that it was making an adjustment of \$134.3m to its profit margin on a "long-term research and development contract", which is Northrop's usual description for the highly secret Stealth or Advanced Technology Bomber, being developed at its southern California plants.

The US Air Force wants 132 aircraft that will use the latest anti-detection technology to penetrate enemy radar. Under the terms of the contract, which is believed to have had a total value of \$37bn in 1981 money, cost overruns can wipe out part of Northrop's fee for the work. Last year Northrop took a \$60m charge, apparently also on the Stealth programme.

Northrop said earnings in the second quarter and first half were also held back by lower margins on engineering work for the MX missile and electronic counter measures for the F-15 fighter aircraft.

The company's order backlog also slipped from \$4.58bn in June 1986 to \$3.58bn.

Hospital Corporation declines 11%

BY OUR NEW YORK STAFF

HOSPITAL Corporation of America, the largest private hospital operator in the US, yesterday reported an 11 per cent decline in net income and weak sales growth in the quarter to June.

The company, whose earnings have contracted steadily since 1985 under pressure from tighter Federal health spending and tougher terms for private medical insurance, said that net income in the second quarter was \$61.94m or 74 cents a share against \$68.9m or 82 cents a year earlier.

Revenues at the company, which is in the process of cutting back its operations, rose 4 per cent to \$1.29bn. But Mr Thomas Frist, chief executive, pointed out that the company divested 13 hospitals and spun-off its unsuccessful foray into health insurance into a joint venture company with Equitable Life. Adjusted for these divestitures, sales rose 9 per cent, Mr Frist said.

Mr Frist also said that the decline in pre-tax operating income - at 7 per cent - was half the rate incurred in the first quarter of 1987 and the smallest since the first half of last year.

HCA stock, which has risen over a quarter since Mr Frist announced a dramatic \$1.8bn plan to sell more than 100 low-margin hospitals to employees and management, slid back 5 1/2% to \$47 1/2 in early trading yesterday.

Siemens proposes links with Telit in Italy

BY ALAN FRIEDMAN IN MILAN

SIEMENS, the West German electronics concern, has proposed a partnership with Telit, the Italian telecommunications maker which is to result shortly from the merger of the state-owned Italtel and Fiat's Telettra subsidiary.

In Milan, a spokesman for Siemens Italian division said the group was interested in negotiating a series of joint ventures with Telit which could eventually result in an alliance that would give the Italian-German partnership 18 per cent of the European market for telecommunications products (Siemens claims 11.6 per cent, while Italtel's current share is 6.4 per cent).

The board of IRI, Italy's state holding company, in May gave its approval to the merger of Italtel and Telettra. This would see IRI together with its Stet subsidiary con-

Former JWT chief returns to head agency

BY WILLIAM HALL IN NEW YORK

MR BURT MANNING, a former executive of J. Walter Thompson, the world's fourth largest advertising agency, is returning to head the 123-year-old agency which has been racked by management upheavals over the last couple of years.

Mr Martin Sorrell, chief executive of WPP Group, the small but aggressive UK group which completed its \$566m acquisition of the JWT Group earlier this week, disclosed yesterday that Mr Manning, aged 56, would become chief executive of J. Walter Thompson, the main operating subsidiary of the JWT Group.

Mr Manning, who as vice-chairman of J. Walter Thompson is credited with engineering the creative turnaround at the group's US advertising business, resigned in August 1986 after being passed over for the top job at J. Walter Thompson by

Sharp earnings jump for Reebok

By Our Financial Staff

REEBOK International, the fast-growing US sporting footwear maker in which Pentland Industries, a UK industrial holding company, has a 32.2 per cent stake, has continued its customary sharp rise in quarterly earnings and announced a two-for-one stock split.

Second-quarter net earnings jumped from \$32.8m, or 62 cents a share, to \$42.6m, or 77 cents, taking six-month earnings to \$81.3m, or \$1.49 a share, from \$57.8m, or \$1.15.

Sales jumped from \$380.1m to \$446.6m, reflecting acquisitions, while the second-quarter contribution was \$358.8m (\$215.6m). Mr Paul Fireman, chairman, described the second quarter as excellent, and said footwear division sales had increased 32 per cent compared with a strong second quarter this year.

"We are especially excited about the progress in our two newest divisions, Rockport and Avia, which had sales increases of 39 per cent and 109 per cent, respectively, over their second quarters of last year."

Equally encouraging was "a significantly higher backlog of customer orders in all divisions, indicating a strong performance for the rest of 1987," he said.

Although profits in the latest quarter were up 30 per cent, net margins were down from previous quarters, reflecting goodwill and interest charges connected with the acquisitions, and the fact that the new companies have not yet attained the profitability seen elsewhere in the group.

But Pentland indicated yesterday that these factors should be ironed out as the year progressed. Reebok's \$136m share issue in May, which reduced Pentland's stake from 37 per cent, will also reduce debt.

Conrail hits \$145m with traffic growth

By Our New York Staff

CONSOLIDATED RAIL, the north-eastern US freight rail group, which went public in March, yesterday reported net income of \$72m or \$1.04 a share for the second quarter to June on revenues of \$819m.

The group, whose \$1.6bn flotation was Wall Street's biggest ever stockmarket debut, said the group enjoyed second-quarter traffic growth of 5.7 per cent but suffered from competitive pressure on prices.

Conrail, a collection of bankrupt railroads taken over by the Federal government, reported net income of \$145m or \$2.21 a share on revenues of \$811m in the second quarter of 1986. However, last year the group enjoyed a number of public-sector benefits, including state and federal tax relief, which distorts comparison.

Conrail said that on a pro-forma basis, last year's second-quarter earnings were \$75m or \$1.09 a share. Conrail stock, which was offered at \$28, was unchanged at \$33 in early trading yesterday.

Mr Stanley Crane, Conrail chairman, said: "While Conrail continued to exhibit traffic growth in the second quarter of 1987, there was also intense competitive pressure on prices."

William Hall reports on Coca-Cola's jump in second-quarter profits

Ishtar fails to take fizz out of Coke

COCA-COLA, the US soft drinks film producer, to be chairman and chief executive of its Columbia Pictures film-making operations last September.

Mr Warren Beatty, star of box-office successes ranging from Reds to Bonnie and Clyde, proposed the film to Mr Putnam's predecessor at Columbia, and along with his co-star, Mr Dustin Hoffman, is said to have been paid \$5.5m apiece.

The two actors were given considerable control over the film and one troubled production history is said to have been one of the factors behind Coca-Cola's decision to bring him back into a runaway ego in Mr David Putnam, the British trip.

Coca-Cola Entertainment said yesterday that Ishtar had grossed more than \$14m at the box-office in its first six weeks but it refused to confirm estimates that the film had cost more than \$50m, or almost twice its original budget, to make.

Analysts believe Ishtar is one of the biggest recent film flops and they have compared it to the debacle of Heavens Gate, a \$38m box-office disaster seven years ago. Fortunately, Coca-Cola can afford the costs because of the continuing strong demand for its famous soft drink.

It says that worldwide soft drink volume increased 6 per cent in the latest quarter and is up by 8 per cent in the year to date.

The group's earnings per share rose by 20.7 per cent to 70 cents per share in the latest quarter. Six-month net profits were \$451.8m or \$1.19 a share, against \$388.7m or \$1 a year earlier.

Mr Robert Goizueta, Coca-Cola's chief executive, says the earnings outlook for the second half of the year remains "bright indeed."

The group's operating income benefited from a 17 per cent decline against some key foreign currencies.

Slower growth at US forest product groups

BY RODERICK ORAM IN NEW YORK

INTERNATIONAL PAPER and Boise Cascade, two leading US forest products companies, have turned in smaller-than-forecast increases in second-quarter earnings. They expect, however, further profit growth for the rest of this year thanks to favourable market conditions.

International Paper reported net profits of \$85m including a gain of \$14m on the sale of an investment, against \$70m a year earlier. Per share profits were 80 cents, compared with analysts forecasts of around 85 cents and with 73 cents a year ago.

First-half net profits totalled \$170m, or \$1.62, against \$90m, or 84 cents, on sales of \$3.74bn compared with \$2.67bn.

Boise Cascade's second-quarter net profits were \$35.2m, or \$1.18 a share, up from \$31.3m, or \$1.07, a year earlier but down from \$1.31 in the first quarter. Analysts had forecast profits of around \$1.65 a share in the latest period. Sales were flat at \$936m.

First-half net was \$75.4m, or \$2.47 a share, compared with \$56.3m, or \$1.90, a year earlier on unchanged sales of \$1.8bn.

Both companies expressed satisfaction with the recent performance and optimism for the second half. International Paper said the second-quarter improvement came despite a higher tax rate and plant start-up costs. Worldwide demand for pulp and containerboard was strong and inventories low. Coated papers are improving and uncoated papers have stabilised.

The company forecasts further growth in markets and profits at home and abroad, assuming exchange rates remain stable.

Boise Cascade said the decline in profits from first to second quarter was due mainly to weaker coated and uncoated paper prices and the planned rebuilding of part of a Louisiana plant.

Audio/Video Affiliates takes to takeover trail

BY ANDREW BAXTER IN LONDON

AUDIO/VIDEO Affiliates, the fast-growing US consumer electronics retailer, is on the lookout for acquisitions after losing last year's \$400m bid battle with Dixons Group of the UK for Cyclops, the Pittsburgh-based consumer electronics and steelmaking group.

Mr Stuart Rose, the former investment banker who heads A/V A, said in London that the company had \$200m available to spend on acquisitions. "I can't imagine we won't do anything" over the next few years, he said in an interview.

Mr Rose started the company seven years ago with four stores in Dayton, Ohio, and has expanded to 110 deep-discount outlets, concentrating on small and medium-sized towns such as Tallahassee, Florida and Hattiesburg, Mississippi.

By borrowing against the stores' stocks, raising more than \$100m in public offerings, and keeping a tight rein on costs, the company has grown to sales last year of \$228.8m and net income of \$7.5m.

Acquiring Cyclops, however, would have virtually doubled the company's stores at a stroke, and helped Mr Rose reach his target of \$1bn in sales by 1990.

Dixons has since announced a further acquisition in the US, the 24-store Tipton Centres electrical retailers, and Mr Rose said there were probably 100 similar chains which could be potential targets for A/V A. Over the next year, all the company's expansion would be in states where it is already trading.

Mr Rose, on his first trip to Europe to woo potential shareholders, has a reputation within the industry for keeping costs to a minimum. The company's headquarters are attached to its Dayton warehouse, and Mr Rose saw no need to hire an investment bank for the Cyclops bid. With no fees to pay, the company made \$3m from the takeover attempt despite losing.

NEW ISSUE

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Listing particulars relating to the Notes and Amsterdam-Rotterdam Bank N.V. are available in The Enrol Statistical Service and copies may be obtained during usual business hours up to and including 20th July 1987 from the Company Announcements Office of The Stock Exchange and, up to and including 30th July, from the addresses shown below:

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July 1987

INTL. COMPANIES and FINANCE

Grundig tops forecast at DM109m

BY HAIG SIMONIAN IN FRANKFURT

GRUNDIG, the West German electronics company, which was beset with heavy losses three years ago, has returned to "satisfactory" earnings. Mr. Hermann Koning, the chief executive, said yesterday. Earnings in the year which ended on March 1987 reached DM 109.5m (\$59.2m), more than double the DM 50m forecast in November and a sharp recovery from losses of DM 45m in 1985-86. In 1983-84, before Philips of the Netherlands took management control, the company lost DM 286m.

Turnover last year rose by

6.5 per cent to DM 3.1bn, with domestic sales increasing by more than 7 per cent, somewhat ahead of foreign turnover. Exports accounted for just over 50 per cent of the total, though sales in non-European markets fell by about DM 100m as a result of currency factors. Profits and turnover would both be "significantly better," next year, said Mr. Koning. Capital investment, which went up to DM202m from DM126m last year, was set to increase by a further 20 per cent to about DM250m in the current year. The company has rationalised

heavily and would continue to trim its workforce and automate to remain abreast of Far Eastern competition. The European consumer electronics industry had "no time for breath," he said. Grundig's workforce is set to shrink to about 18,500 next March, after a 1.3 per cent fall to 19,478 in 1986-87. Sales per head rose to DM 158,000 from DM 139,000 last year and Grundig would be seeking a further 10-15 per cent improvement. Recent exchange rate developments had helped some Far

East competitors and put pressure on product prices, especially in the past three months said Mr. Koning. Grundig's own sales were down so far this year, though it planned to fight back by innovation and further automation. Production at its Nuernberg video recorder factory would be stepped up to 1m units a year, as would television output in Nuernberg and Vienna, where a co-operative agreement with Blaupunkt, a subsidiary of the Bosch group, would contribute to capacity utilisation.

IMI rises 35% and plans two flotations

By Alan Friedman in Milan
ISTITUTO MOBILIARE ITALIANO (IMI), the Italian state-controlled investment banking, financial services and corporate lending group, yesterday unveiled a 35 per cent rise in its consolidated net income for the 1986-87 financial year, to L524.4bn (\$393.4m).

Mr. Luigi Arcuti, chairman of IMI, said in Rome that he plans to partly privatise two of IMI's most attractive subsidiaries—SIGE, the investment banking arm, and Videaroma Vita, the life insurance division—on the Milan bourse.

Mr. Arcuti, who said both subsidiaries would make their debut on the Milan stock market before next March, also spoke of possibly selling shares in Videaroma Vita, the retail distribution network which sells financial services products and whose 3,500 agents make it Italy's largest. In US dollar terms, the IMI group had outstanding loans of \$21.96bn as at March 31.

Alstom takes control of pump manufacturer

ALSTOM, the French heavy engineering group, has acquired Bergeron, the industrial pump maker, reports Reuters from Paris. Alstom has cooperated with Bergeron since 1963 on pumps for both thermal and nuclear power plants. Bergeron, which employs 80 people, had a 1986 turnover of FFr 106m (\$16.2m).

Axel Springer sharply ahead

BY OUR FRANKFURT STAFF

AXEL SPRINGER, West Germany's biggest newspaper publishing group, raised net profits to DM 94.5m (\$51m) for 1986—its first full year as a public company—against DM 61m in 1985. Turnover increased by 7.5 per cent to DM 2.7bn, with newspapers accounting for 65.5 per cent and magazines 24.2 per cent of the total. Springer's best known newspapers are the popular "Bild Zeitung" and the quality daily "Die Welt". The group maintained its upward course in the first half of 1987, with turnover up 4.5 per cent, said Mr. Peter Tamm,

the chairman, and the trend seemed likely to continue throughout the year. Capital investment in 1986 rose by DM 46m to almost DM 160m. Springer was planning to extend its traditional newspaper and magazine interests, said Mr. Tamm, and it would now be taking "cautious steps" to establish itself more strongly abroad. Links between printed and electronic media would also be further developed. A fierce boardroom battle between Mr. Tamm and Mr. Guenter Prinz, the then deputy chairman, over how this should be done led to the latter's resignation in May.

Springer now seems likely to push ahead with its various electronic media interests. The group has a fledgling cable television operation and is committed to developing its participation in satellite TV and in Germany's embryonic private television and radio stations. However, the Springer group has had more than its fair share of problems this year. Apart from boardroom battles, competition in the mass newspaper market has become fierce, while the group's innovative magazine "JA," which hit the news stands in March, has been closed.

VEW calls in US consultancy

BY JUDY DEMPSEY IN VIENNA

HEAVY LOSSES and uncertainty about possible management changes and a group restructuring were the issues which dominated a press conference called yesterday by Vereingte Edelschmelzwerke Ahtengeseellschaft (VEW), Austria's state-owned special steels company. The company announced that turnover for 1986 had fallen to Sch 8.8bn from Sch 10bn and that as a result of mounting losses it planned to seek assistance from McKinsey, the US management consultancy group. Group losses last year totalled Sch 1.6bn (\$76.6m), up from Sch 1.4bn in 1985. For the moment, VEW says it can absorb its losses as a result of state subsidies, which for

1987 will total Sch 2.4bn. The state will continue to subsidise VEW until 1990 with plans to pump a further Sch 5.4bn into the group. After that, VEW will have to raise loans itself or seek partners to finance both its losses and plans for capital investment. board members stressed yesterday. VEW has not made a profit since 1975. In the meantime, confusion surrounds the future of the management as well as the group's restructuring plans. Mr. Friedrich Schmolgruber, VEW's chairman, was not present at yesterday's meeting. He was said to be on holiday until September. It is clear, however, that Mr. Schmolgruber's future as com-

pany chairman—he has held the job since 1984—is in doubt. Mr. Hugo Michael Selyra, a member of the VEW board as well as director general of Otag, the holding company for Austria's state industries, conceded that major personnel changes and restructuring plans would take place in September. The McKinsey consultancy group has been called in mainly for restructuring, which is expected to mean the loss of about 2,000 jobs over the next few years, from a workforce of 19,000. VEW is an affiliate of Voest-Alpine, Austria's largest state owned steel and engineering group.

New Issue

This advertisement appears as a matter of record only

July 15, 1987

EUROFIMA

European Company for the Financing of Railroad Rolling Stock
Basle, Switzerland

DM 100,000,000

5½% Bonds 1987/1993 with Currency Warrants

Issue Price: 112½%
Interest: 5½% p.a., payable annually on July 15
Repayment: July 15, 1993 at par
Warrant rights:

Each bond in the denomination of DM 5,000 has 12 warrants attached to purchase a total of US-Dollars 6,000, each warrant entitling the holder to purchase US-Dollars 500, from August 3, 1987 through and including June 30, 1988 at the exchange rate of DM 1.83 for each US-Dollar.
Listing: Düsseldorf and Frankfurt am Main (Bonds and Warrants)

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AIBD BOND INDICES

WEEKLY EUROBOND GUIDE JULY 10, 1987

	Redemption Yield	Change on Week	12 Months High	12 Months Low
US Dollar	9.378	-0.043	9.702	8.440
Australian Dollar	13.823	-0.368	14.735	13.330
Canadian Dollar	10.357	1.232	10.776	9.272
Euroguilder	6.207	0.763	6.250	5.804
Euro Currency Unit	8.620	0.159	8.882	8.219
Yen	5.933	0.068	6.450	5.218
Sterling	9.834	-1.196	11.409	9.443
Deutsche Mark	6.069	1.506	6.533	5.990

Bank J. Vontobel & Co. Ltd., Zurich - Telex 912744 JVZ CH

Weekly net asset value



Tokyo Pacific Holdings (Seaboard) N.V.
on 13.7.87 U.S. \$134.23

Listed on the Amsterdam Stock Exchange

Information: Pearson, Holding & Pearson N.V.,
Herengracht 214, 1016 BS Amsterdam.

This announcement appears as a matter of record only and does not constitute an offer of these securities.

NEW ISSUE

July 1987

Cdn. \$517,500,000



Gulf Canada Resources Limited

23,000,000 Ordinary Shares

8,970,000 Ordinary Shares

The above shares were underwritten by the following group of Canadian Underwriters.

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Burns Fry Limited

Dominion Securities Inc.

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Richardson Greenshields of Canada Limited

Midland Doherty Limited

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June 1987

ADVERTISEMENT COMINCO RESOURCES



G. TIKKANEN

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J. COLLINS

Cominco Resources International Limited of Vancouver, Canada, announces the appointment of George Tikkanen as President and Geoffrey Harden as Vice President. Jon Collins has been appointed Manager, Europe. He will be based in Brussels. Cominco Resources is a new international exploration, development and mining company whose activities are primarily directed to gold. It is continuing and expanding exploration and mine development of a number of properties acquired from Cominco Ltd, which holds a 58 per cent interest in the company.

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Representative:

Dennis A. Baum
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FT 8/87

INTERNATIONAL COMPANIES and FINANCE

CSR accepts defeat in Monier bid

By Chris Sherwell in Sydney

AUSTRALIA'S CSR group has virtually accepted defeat in its A\$583m (US\$417m) bid for Monier, the building materials company, because of a higher offer from Equicorp Tasman.

At the annual meeting of the sugar, building materials and resources group yesterday, Mr Keith Steel, the chairman, also indicated that it would be difficult this year for the company to match its 1986-87 profit performance.

Of the troubled Monier bid, he said it seemed clear that the offer would be unsuccessful. CSR would, however, be exploring opportunities with Redland of the UK, Monier's major shareholder with 49.9 per cent,

"for joint development of building materials activities overseas."

This, he said, would be "quite independent of what might have resulted from a joint ownership of Monier by Redland and CSR."

The "likely failure" of the CSR offer was unfortunate, Mr Steel admitted, but CSR could not justify a higher price than the A\$3.80 it had offered.

Equicorp Tasman, controlled by Mr Allan Hawkins, the New Zealand entrepreneur, offered A\$4.15 and by yesterday had picked up 22.3 per cent of Monier.

Mr Steel was unable to make a profit projection for 1987-88

because of the Monier takeover, but said the group faced "a major task" to repeat last year's performance.

The 1986-87 figure of A\$150.1m was helped to the tune of A\$61m by the sale of CSR's Delhi oil and gas interests to Exxon. "We are working hard not merely to replace the Delhi profit but to increase total profit," Mr Steel said.

Mr Steel acknowledged that CSR was now unlikely to find a buyer for its share of Lemington coal mine at an acceptable price. The group still hoped it could reduce its interest in two other mines.

He also confirmed that the

group now had 90.1 per cent of Pioneer Sugar Mills, enabling it to acquire compulsorily the outstanding shares and to embark on a rationalisation.

■ Santos is to take over production of the Cooper Basin oil fields from Delhi Petroleum, which CSR sold to Exxon of the US, Reuters adds from Adelaide.

The companies said Santos would operate the Basin's Queensland wells while Delhi would continue exploration in that state. Santos would take responsibility for all activities in South Australia. No financial details were given.

Contrasting results for Japanese fibre groups

By Yoko Shibata in Tokyo

ASAHI CHEMICAL and Toray, two of Japan's leading synthetic fibre makers, yesterday reported contrasting rates of progress in group results for the year to March.

Toray and its 53 subsidiaries enjoyed a 54.9 per cent jump in consolidated net profit to ¥15.82bn (¥16.84bn), which it ascribed in part to higher revenues at its overseas subsidiaries and profit from property sales.

Pre-tax profits, however, fell 15.8 per cent to ¥24.11bn, on turnover of ¥716.55bn, down 9.7 per cent.

Sales were hampered by a sluggish domestic market for textiles and a drop in revenue from exports.

For the current year Toray expects a flat, or lower outcome, with consolidated net profit of ¥15bn on turnover of ¥700bn.

Asahi Chemical and its 25 consolidated subsidiaries reported a more modest 7.7 per cent rise in net profit to ¥904.54bn, down 11.5 per cent.

Sales of construction materials were up more than 16 per cent.

Consolidated pre-tax profits were down 7.4 per cent at ¥41.02bn.

The group believes domestic textile prices have already hit bottom, and in the current year is projecting consolidated net profit at ¥21bn, up 10 per cent, on turnover of ¥390bn, a rise of 2 per cent.

Gencor mines increase gold production

By Jim Jones in Johannesburg

RECOVERY from earlier troubles allowed the 12 gold mines managed by the Gencor group to increase their gold production in the quarter ended June, even though several mines were affected by lower recovery grades.

Kinross, which is recovering from the effects of last September's fire, Beatrice, whose production was cut by labour disruptions in January, and St Helena, where geological problems started to affect production last year, have all returned to normal.

On the other hand Buffelsfontein, the largest of the Gencor group's mines, is becoming increasingly affected by shortages of ore reserves. Buffelsfontein's mill throughput increased to 678,000 tonnes in the June quarter from 615,000 tonnes in the previous quarter

despite management's warning some months ago that ore production rates could drop by as much as 20 per cent over the next few years.

The higher production was achieved through less selective mining and the gold recovery grade dropped 6.4 grammes per tonne (g/t).

St Helena's mill throughput increased to 608,000 tonnes from the previous quarter's 510,000 tonnes, but the mine

is fast exhausting its few remnants of higher-grade ore and the June quarter's recovery grade dropped to 3.9 g/t from 4.1 g/t in the March quarter as the focus of mining shifted into the poorer ground in the southern part of the mine.

Unit costs have moved sharply ahead, particularly at mines which suffered lower production rates, underlining the mining industry's susceptibility to production disruptions.

Buffelsfontein was the exception to the rule as its unit costs fell to R130.56/tonne from the March quarter's R136.68/tonne.

In contrast, the quarter-on-quarter increase in the cost of mining and processing each tonne of ore at Unisel was 10.5 per cent. Unisel's mill throughput dropped to 301,000 tonnes from 326,000 tonnes and its unit costs rose to R81.47/tonne.

GENCOR QUARTERLY RESULTS

	Gold produced (kg)		After-tax profit (Rm)		Earnings (cents per share)	
	Jun 87	Mar 87	Jun 87	Mar 87	Jun 87	Mar 87
Beatrice	3,234	2,904	29.09	18.99	n/a	n/a
Bracken	463	643	2.38	2.46	12.5	10.9
Buffels	4,369	4,308	12.24	13.08	190.4	104.3
Grootevlei	1,097	1,232	2.64	3.88	17.8	29.5
Kinross	3,262	3,093	20.66	18.82	93.2	69.9
Leslie	827	865	2.58	2.93	13.7	11.1
Marieval	201	226	(0.44)	0.09	(13.1)	0.8
St Helena	2,342	2,079	18.22	14.33	62.2	33.8
Unisel	1,749	1,828	7.94	1.82	48.4	(2.5)
W. Rand Cons	994	994	1.85	1.52	24.6	14.1
Winkels	3,046	3,187	29.45	30.49	86.1	83.6

Earnings are calculated after capital expenditure and loan repayments.

A\$212m rights and options issue by GPT

By Our Sydney Correspondent

GENERAL PROPERTY TRUST (GPT), the pioneer of listed property trusts in Australia, is to make its second combined rights and options issue in the space of nine months.

According to yesterday's announcement, GPT will raise A\$212m (US\$149m) through a one-for-10 issue next month. The proceeds will be used for purchases of prime commercial buildings and to update regional retail centres.

A total of 38m units will be issued at A\$2.80 to raise A\$106m. Each unit will carry a free option to subscribe for an additional unit at the end of March 1988. Yesterday's closing price was A\$2.35.

GPT became Australia's first billion dollar trust in May, when both market capitalisation and assets exceeded A\$1bn.

The trust is managed by a subsidiary of Lend Lease Corporation, a major property which set up the trust in 1971. By the end of last year it had 25,000 unit holders.

GPT made a similar one-for-10 combined rights and options issue last November at A\$2.35. In February unitholders approved the A\$377.5m purchase of the 60-storey MLC Centre in Sydney, and part of the proceeds of the latest issue will go towards this.

About three-quarters of the proceeds will be used on regional retail centres.

SAB to pay R88m for Lion control

By Our Johannesburg Correspondent

SOUTH AFRICAN Breweries (SAB), the country's largest diversified consumer products group, is to acquire Wilkinson Sword's 63.8 per cent interest in Lion Match for R88.5m (¥43.1m).

The acquisition is a direct result of the recent acquisition of Wilkinson Sword by Swedish Match, which is complying with Swedish government bans on investment in South Africa.

The purchase of the 5.62m shares owned by Swedish Match will be financed by the issue of 4.7m SAB shares at R19 each, but these will be sold to other investors as Swedish Match wants to be paid cash.

It will receive about R28.7m for its interest calculated at the current financial and exchange rate. In addition Swedish Match and other Lion shareholders will receive a special dividend of 175 cents a share which can be externalised by the Swedes at the commercial rand rate.

Last year Lion earned a pre-tax profit of R15.6m on a turnover of R147.3m. SAB's turnover was R7,080m in its year to March and its consolidated pre-tax profit was R436.7m.

The Bank of Nova Scotia

U.S. \$200,000,000
Floating Rate Debentures
due July 1994

For the six month period 14th July, 1987 to 14th January, 1988 the Debentures will bear an interest rate of 7 7/8% per annum with a coupon amount of U.S. \$376.94 payable 14th January, 1988.

Bankers Trust Company, London Agent Bank

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16th July, 1987

National Australia Bank Limited

(Incorporated with limited liability in the State of Victoria, Australia)

A\$50,000,000

14 per cent. Notes Due 1992

Issue Price 101 3/4%

The following have agreed to subscribe or procure subscribers for the above Notes:

Orion Royal Bank Limited

Dresdner Bank Aktiengesellschaft

Wood Gundy Inc.

Algemene Bank Nederland N.V.

ANZ Merchant Bank Limited

Banque Bruxelles Lambert S.A.

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Morgan Stanley International

The Nikko Securities Co., (Europe) Ltd.

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Security Pacific Hoare Govett Limited

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Swiss Bank Corporation International Limited Tokai International Limited

S.G. Warburg Securities

Application has been made to the Council of The Stock Exchange in London for Notes in the denominations of A\$1,000 and A\$10,000 constituting the above issue to be admitted to the Official List subject to the issue of the temporary Global Note.

Interest is payable annually in arrear on 29th July, in each year, the first such payment being made on 29th July, 1988.

Particulars of the Notes and the Issuer are available in the Exel Statistical Service. Copies of the listing particulars relating to the Notes may be obtained during normal business hours up to and including 20th July, 1987 from the Company Announcements Office of The Stock Exchange and up to and including 31st July, 1987 from:-

Orion Royal Bank Limited,
1 London Wall,
London EC2Y 5JX

Bankers Trust Company,
Dashwood House,
69 Old Broad Street,
London EC2P 2EE

Rowe & Pitman Ltd.,
1 Finsbury Avenue,
London EC2M 2PA

Issue of up to
£250,000,000
Floating Rate Notes 2000



(Incorporated in England under the Building Societies Act 1974)
of which £150,000,000 is being issued as the Initial Tranche
Issue Price of the Initial Tranche: 100 per cent.

In accordance with the provisions of the Notes, notice is hereby given that for the interest period from 15 July, 1987 to 15 October, 1987, the Notes will carry an interest rate of 9 1/4% per annum. The interest payable on the relevant interest payment date, 15 October, 1987 against Coupon No. 7 will be £233.15.

16 July, 1987
By The Chase Manhattan Bank, N.A.,
London, Agent Bank



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Representative offices in UK, Germany and Switzerland.
Branches throughout Turkey.

BY CLARE PEARSON



All of these securities having been sold, this announcement appears as a matter of record only.

July, 1987
Concurrent Worldwide Offering

28,000,000 Shares

E-II Holdings Inc.

Common Stock
(\$0.01 par value)

This portion of the offering was offered in the United States by the undersigned.

23,000,000 Shares

Price \$15 Per Share

Salomon Brothers Inc

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INCORPORATED

The First Boston Corporation

Morgan Stanley & Co.
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Bear, Stearns & Co. Inc.

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Frederick & Company, Inc.

The Illinois Company
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Oberweis Securities, Inc.

Pacific Securities, Inc.

This portion of the offering was offered outside the United States by the undersigned.

5,000,000 Shares

Price U.S. \$15 Per Share

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Banque Paribas Capital Markets Limited

Daiwa Europe Limited

Goldman Sachs International Corp.

IMI Capital Markets (UK) Ltd

The Nikko Securities Co., (Europe) Ltd.

Nomura International Limited

Swiss Bank Corporation International Limited

Union Bank of Switzerland (Securities) Limited

Vereins- und Westbank Aktiengesellschaft

S. G. Warburg Securities

Yamaichi International (Europe) Limited

The Oregon farmer who reached for the sky

Peter Marsh explains how the use of satellite information has brought a harvest of increased efficiency

FARMERS are generally more at home with information from seed catalogues than from satellites. An exception is Frank Lamb, who for the past three years has used photographs from space to maximise the return from his 10,000 acres of agricultural land near Hermiston, Oregon.

Lamb is president and main shareholder of Eastern Oregon Farming Company, which derives its annual income of about \$13m mainly from potatoes, alfalfa and cereals. While the offices of most farmers contain nothing more technically sophisticated than a calculator, Lamb's is adorned by a \$30,000 image processing system, based on an IBM personal computer.

Since 1984, Lamb has used this system to process satellite pictures telling him the condition both of his own crops and of his rivals in adjoining farms. This information has helped, he says, in management decisions such as when to harvest specific crops and take them to market.

In the next few months, Lamb's use of satellite data will move into a new stage. At the moment, he receives a picture from the US's Landsat remote-sensing satellites, roughly once every two months, with each photograph relating to events on the ground a week to 10 days earlier.

Using pictures from Spot, a

French satellite launched last year, Lamb plans to get a far quicker description of what is happening in his and surrounding fields. Under an experiment partly financed by Spot Image, the company selling Spot data, Lamb hopes to obtain information four times a month, each picture relating to crop conditions some five days before.

An added bonus is that the Spot images are higher resolution than the Landsat pictures, providing detail about objects of dimensions as small as 10 metres, compared with the minimum feature size of 30 metres available from Landsat.

Both Spot Image and Eosat, the US company which sells Landsat pictures, believe that making space data available quickly to customers will play an essential role in increasing demand for this kind of information. Worldwide sales of pictures from Spot and Landsat satellites add up to no more than about \$20m a year.

Both companies think the market could be considerably expanded. At present, customers often have to wait months to obtain from the satellite company a picture of a specific part of the world.

When the features described in the photograph are essentially unchanging, this hardly matters. Thus mining groups, interested in satellite photography because it shows up rock

strata which can indicate metals deposits, are generally not in a hurry for the information.

The opposite is true, however, for shipping companies or concerns in charge of oil rigs which need to know quickly about, say, sea or weather conditions which can affect their operations.

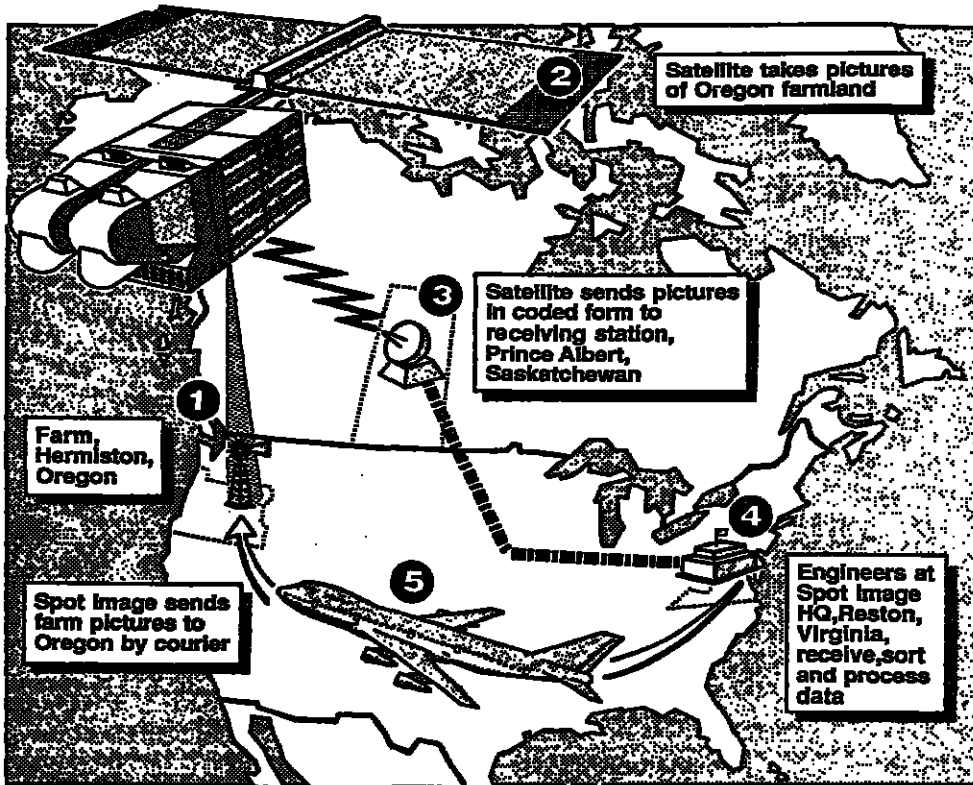
Lamb, the Oregon farmer, highlights the importance of more timely access to information. "When you are dealing with living crops, knowing about a problem two weeks after it occurs does not help you very much," he says.

With the Spot data, Lamb plans to monitor virtually continuously the health of his crops, particularly potatoes.

The information from space will alert him early on to crop diseases or failures in his farm's irrigation system. "As we gain experience, we hope to be able to react to problems quickly, such as by applying chemicals to diseased plants or through the use of fertilisers."

The pictures of use to Lamb will be snapped by sensors on the Spot satellite, which zooms over the Earth at a height of 830 km.

Photographs of Oregon, coded in digital form, will be transmitted as radio waves to a receiving station at Prince Albert, in Saskatchewan, Canada. After initial processing, they will end up in Spot



Image's US offices in Reston, Virginia.

From here, the pictures will be sent as computer tapes by air courier 5,000 km across America to Lamb's office.

This recourse to old-fashioned transportation techniques for the final leg of the journey may soon become outdated. Ultimately, so people in the satellite industry believe, space snapshots will be directly routed to customers as digits sent along

telephone lines.

Satellite photographs do not come cheap. Each Landsat picture, containing information about an area 180 km square, costs \$850, compared with \$1,600 for the higher-resolution Spot pictures, each of which relates to an area 60 km square.

Lamb has been used to paying about \$8,000 a year for Landsat information, and this sum will rise appreciably when he starts receiving the more intensive

supply of Spot data. During the first two years of the experiment, Spot Image has offered Lamb a cut-price rate for the information. Lamb is reluctant, however, to divulge how much he will be paying.

He says that in the past he has saved money through gaining access to the information provided by Landsat. As to the likely impact of his use of Spot data, Lamb believes "the payoff could be considerable."

Why newsmen should treat a little heavenly help with care

NEWSPAPERS and TV organisations are emerging as growing users of satellite photographs, according to Bob Barker, director of commercial operations at the US subsidiary of Spot Image. The French-owned company is one of two groups which operate remote-sensing satellites on a commercial basis, the other being Eosat of the US.

In recent years, pictures taken from outer space of events difficult or impossible to obtain in any other way have figured in a number of articles or TV programmes. Such events included last year's explosion at the Chernobyl nuclear plant in the USSR, troop movements in the Iran-Iraq war, and developments related to mil-

itary bases in Libya.

Barker believes such satellite pictures mainly provide background information to help in the analysis of events such as a war or military build-up. A key limitation is the time, which can be up to four weeks, that it takes either Spot Image or Eosat to deliver the information to the customer.

The delay can be especially lengthy for a space photograph of a country outside Europe or North America. In this case, the satellite company has to obtain the picture from the Spot or Eosat receiving station in the relevant country, a procedure that can be extremely bureaucratic.

In some instances, however, Barker says that the satellite

companies "can pull out all the stops" and obtain the information within 48 hours, normally charging a higher fee. Such urgency applied to the Chernobyl explosion when news groups all around the world were anxious for the pictures.

Some observers believe the interest shown by news organisations in satellite pictures could ultimately lead to clashes over state secrecy.

A recent report from the Office of Technology Assessment, a research arm of the US Congress, says media use of such photographs "could complicate US national security and foreign policy." A possible example could be publication, during a war, of satellite pictures showing US military operations

in an obscure part of the world, thereby depriving US troops of the critical elements of surprise.

Another possibility is that a news organisation could, perhaps unwittingly, provide valuable intelligence to countries lacking their own reconnaissance satellites.

The dangers involved in "satellite snooping," according to some commentators, will grow more acute as the capabilities of civilian observation satellites increase. Spot Image's satellite, launched last year, can pick out objects of dimensions of 10 metres, a better performance than the Landsat satellites, which Eosat operates, and not that far away from the resolution of a few metres or

less obtained from military satellites.

According to Barker of Spot Image, the fears are "largely a non-issue." He points out that the free publication of satellite photographs may "lower global paranoia" in making visible what would otherwise be covert operations.

The Office of Technology Assessment report concludes that the possible problems involving infringements of state secrecy "will likely be manageable." A crucial point, says the report, is that, in the US at least, news organisations have normally bowed to Government warnings over publication of sensitive data that could endanger American lives. A similar degree of co-operation could

be expected in satellite photography.

Whatever the problems about the sensitivity of the information, newspapers and TV groups should exercise care when using satellite pictures, according to Nigel Press, managing director of Nigel Press Associates, a company in Edenbridge, Kent, which distributes Spot photographs in the UK.

He says that, through lack of skills in interpreting space images, newspapers have printed satellite pictures showing completely different scenes to the ones they were supposed to be illustrating.

Commercial Newswatching from Space, Office of Technology Assessment, Washington DC 20510.

Finns move closer to inch-thick wall TV

FLAT, inch-thick television sets that can hang on a wall, still elude the display specialists. But development constantly edges forward.

Finnish company Lohja claims to be the first in Europe with a flat TV, albeit in a monochrome amber colour. The prototype has a 7-inch diagonal and is a little over three-quarters of an inch thick. The company does not, however, plan to put the set into production for the moment, because there are two problems: price and colour. Work continues with Helsinki Technical College to try to get clear, three-colour images at prices that will not create too much of a premium over the conventional colour tube.

Meanwhile, in Britain, Phosphor Products of Poole, Dorset, has made the first production models of an inch-thick display with a touch-sensitive screen the size of an A4 sheet of paper. Aimed at the financial services, military and telecoms markets, the display can put a series of "keyboards" on screen, which the user can selectively touch to operate a system.

Both Finnish and British systems use a display technology called electroluminescence (EL), in which a layer of phosphor chemicals is sandwiched between a horizontal (X) and a vertical (Y) grid of very fine wires. When any X and Y pair are energised, the voltage of the cross-over point makes the chemical glow. The energisation of a rapid series of points produces a picture, put together by the eye by means of persistence of vision.

EL is now in serious competition with various kinds of flat cathode ray tube and with LCD (liquid crystal displays). There are several Japanese small-screen LCD TVs on the market.

Big savings in the plastic honeycomb

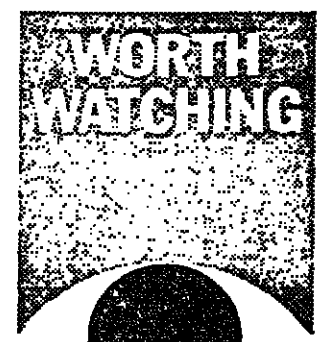
A FRENCH professor of engineering in Paris, Jean-Pierre Trotignon, has devised a better way of making—at a fraction of the cost—the honeycomb-structured plates used in the building and

DALE GENERATING SETS

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vehicle industries. Such plates are usually made from either aluminium or thermosetting plastics, but Trotignon's honeycomb can be produced by extrusion of thermoplastic materials like polypropylene and polycarbonate. The new process is claimed to be seven times cheaper.

The use of extrusion means plates of any length can be made and no joining is required to make larger ones. The size of the honeycomb cells can be easily altered and



Edited by Geoffrey Charlish

the plate can be sealed with a plastic skin during manufacture. Extrusion also allows more complex cell shapes, to improve strength. In addition there is a prospect of reinforcing the plates with other materials to give a composite of special properties.

Computervision link with Toshiba

JAPANESE company Toshiba has purchased a 33.3 per cent interest in Computervision Japan. Computervision, a major US computer-aided design systems company, says that the move will give it a strengthened presence in Japan, in particular by expanded sales and marketing coverage through Toshiba's 200 Japanese sales outlets.

CONTACTS:
Phosphor Products: UK, 0272 264053.
Lohja Corporation: Finland, 21 618411.
Jean-Pierre Trotignon: France, 1 3951 5762. Computervision: UK offices, 0258 58153.

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UK COMPANY NEWS

SALE OF WOOLWORTH SHARES RAISES A NET £5.6M

Dixons disappoints with 31% rise

BY STEVEN BUTLER

Dixons Group, electrical goods retailer, yesterday reported a 31.4 per cent jump in pre-tax profits to £102.6m in the 53 weeks to May 2 1987, compared to a 52 week period ending April 26 1986. Sales rose 18.7 per cent to £1.11bn.

The results were at the lower end of expectations, and the shares closed 10p lower at 363p.

Below the line figures were boosted by an extraordinary credit of £5.6m, being the net profit on the sale of shares in Woolworth Holdings, compared to a £12.8m debit the previous year. Earnings per share rose 38.3 per cent to 19.5p, with a full year dividend amounting to 14.9p, up from 11.0p.

Mr Stanley Kalms, chairman, said US sales in the present year were up strongly, while UK sales were gathering momentum after a slow start.

"I would, as usual, expect to announce another set of excellent figures at the end of our year," he said.

The bulk of the increased

profit came from a 20.4 per cent improvement in retailing profits to £81.6m. This was led by the Dixons chain where sales increased to £422m. Dixons said its strategy of opening stores in smaller towns was successful, and that 37 new branches would be opened in the present year.

While retailing dominated the business, the fastest rate of growth in pre-tax profits came in financial services and property.

While retailing dominated the business, the fastest rate of growth in pre-tax profits came in financial services and property.

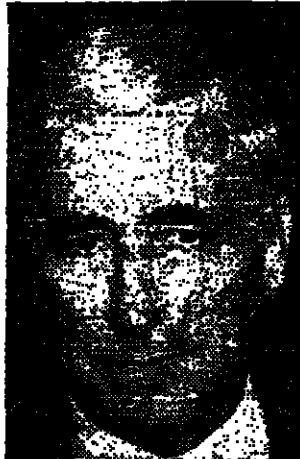
Financial services profits increased from £3.8 to £9.2m, reflecting expanding activity in the credit card business, where Dixons has a joint venture with Club 24, a subsidiary of Next, and growth in the extended warranty insurance at a rate of nearly one million policies annually, and says the financial

services division is a major growth area.

The 81.4 per cent profits growth in the property division, to £11.8m, reflected the completion and sales of several major projects. The Queens West retail development in Cardiff is due to be trading by the end of the year.

Recent months have seen a strong move into the US with the acquisition in April of Silo, the third largest specialty retailer of electrical goods and appliances in the US. Last week Dixons announced a tender offer for Tipton Centers, a chain of 24 electrical retailing stores in the St Louis, Missouri area, for which 57 per cent of the outstanding shares have been pledged.

Mr Egon von Greyers, vice-chairman, said the US was a market of important growing potential for Dixons, and that further acquisitions would likely follow. Europe was also identified as an area of potential expansion.



Stanley Kalms, chairman of Dixons Group

"We're not close (to moving into Europe)," he said, "but it is something we will be acting on in the next year or so."

See Lex

Midway fall at Union Discount

Reporting for the interim stage, the directors of Union Discount Company of London said trading profits for the first half of 1987 were down on the comparable period previously, but were satisfactory.

They recalled that last year they were able to report an excellent trading performance mainly because of the worldwide fall in interest rates.

During the first half of the current year, sterling rates had fallen but there was little movement in interest rates in the other major currencies, and in particular the US bond market provided few profitable trading opportunities, they explained.

For 1986 the group made a net profit of £10.8m—half yearly figures were not given.

As promised the interim dividend is lifted from 11p to 17p net per share to reduce disparity with the final—20p last time.

ARNITAGE BROTHERS have sold their UK heavyweight cat litter business to Laporte Industries, who are the producers and packers, for £200,000. The sale will enable the company to concentrate on the lightweight cat litter business and other profitable product ranges.

Bulmer beats flat cider trade

BY NIKKI TAIT

LOWER INTEREST charges and sharply increased results from general drinks and periton have just offset a further charge for redundancy payments and flat performance by the main cider business at E. P. Bulmer, the Hereford-based group.

In the 12 months to April 24, Bulmer reported a 6 per cent increase in pre-tax profit to £12.5m, against £11.8m a year ago. Sales were up from £170.7m to £183.4m and earnings per share rose by a fifth to 12.97p.

However, although the market was not expecting rapid profits improvement, the figures were still at the lower end of expectations and the shares fell 3p to 210p.

At the trading level profits were almost £2m higher at £18.1m. That was entirely due to the higher contribution on wines, spirits and other drinks (£3.3m against £1.93m) and periton (£2.11m against £1.8m).

Yesterday, finance director Mr Richard Hollis said the former was largely thanks to a 50 per cent volume improvement on the distribution of Perrier and Red Stripe lager. However, the company warned that the Pectin sale would consolidate in 1987-88 as further investment takes place.

The core cider business, meanwhile, saw sales flat at £84.8m and trading profit unchanged at £1.6m. And with another 100 jobs going in this division, a £1.3m exceptional cost was also incurred—leaving group profits pre-interest unchanged at £16.8m.

The current year got off to a good start in May, says Mr Hollis, but that had been more than eliminated by the damp June. Redundancies in 1987-88, he added, are unlikely to exceed half of last year's figure.

Meanwhile, the overseas drinks side—which takes in cider and fruit juice operations in Australia and the Red Cheek apply juice business—showed "disappointing" figures, with trading profit down from £1.66m to £1.09m.

Mr Hollis said the company had received a number of approaches and proposals for these companies, and was currently considering its options on this front.

The pre-tax improvement, then, was due entirely to a reduced interest charge—down from £4.43m to £3.69m—with year-end gearing cut from 38 to 19 per cent and helped by lower interest rates. The tax charge was £3.81m (£4.3m).

Below the line there was a

small £50,000 extraordinary credit (£2.41m charge) and a revaluation of group properties added £2.5m to reserves. With the directors forecasting that improved results from cider and lower exceptional costs will continue the recovery in 1987-88—especially in second half—the total dividend goes up from 5.293p to 5.774p with a final of 3.431p.

comment

Cider's problems, in the wake of the 1983 and 1984 excise duty hikes, are well-known and signs of any fix returning are still tentative. Bulmer can do little other than prune costs and hope that higher marketing spend—£2m more last year and a similar addition this time—coupled with the likes low-alcohol cider will revive its fortunes. The current year should benefit from the last wave of marketing reductions, while exceptional and interest charges will come down. Sorting out the US, one way or another, could also be good news. All in all, expectations run at around £15m-£15.5m pre-tax for the current year which would put the shares—55 per cent in safe family hands—on a p/e of around 14. Not pricey—but nothing to get excited about either.

Lifecare set for stockmarket return

By Nikki Tait

Lifecare, the nursing homes group which went into receivership a year ago and which is currently part of a Department of Trade and Industry inquiry, could be back on the stock market by the end of the year.

Mr John Little, one of two new directors who were appointed last January and given the task of resurrecting the company, told shareholders at yesterday's annual meeting that the company had received "numerous" approaches from companies interested in reversing into Lifecare—now a shell with net assets, mainly cash, of £1.5m.

"We are now down to a shortlist of six or seven," he continued, adding that "interviewing" would probably start in the next three or four weeks.

Stock Exchange requirements, he suggested, would recommend Lifecare to stay in the nursing homes field, and he indicated that end-1987 could see a quote restored if all went well.

"The professional advisers are very bullish," he said.

Lifecare's history has been extremely tangled over the past three years. In 1983, Mr Nick Morris and Dr Richard Petty took the reins at a small Welsh building group, Edward Jones, and soon after turning it into a nursing homes group.

But just under a year ago, one major creditor, Citibank, called in the receivers and in December Dr Petty and another director, Mr Lenton, resigned after Mr Morris had been removed from office.

On taking over, the new directors found that "the financial position unclear, the records in a mess" and there were major claims which had to be addressed quickly. The books and records, they said, did not comply with Companies Act requirements.

A report to shareholders estimates that shareholders' relationships between companies or trusts owned privately by Dr Petty and Mr Morris and their families and Lifecare. In particular, it estimates that Lifecare is owed £700,000 by Anglo-Dutch, a licensed deposit-taker believed to be owned by trusts set up by the two men's families.

Yesterday, Mr Little said that he believed Mr Morris was in the UK at present, but that the company was still considering the position over potential legal action.

Delta disappointed at bid rejection

Delta Group, the electrical and engineering company, yesterday expressed disappointment at the rejection by the board of electrical engineering group George H. Scholes of its £70m bid.

Delta said that prior to the announcement of the bid, it had had positive discussions with the Scholes chairman and managing director and its financial advisers. As these covered both the commercial and financial merits of the proposition, it is surprised by the grounds given for rejection, and 78 per cent of Associated Engineering (SA), which makes cylinders and bearings.

The latter was acquired with the AE group late last year. Both subsidiaries have Johannesburg listings.

T & N to review S. African holdings

TURNER & NEWALL, the mining and engineering group, is to review its South African holdings. It will consider ways of rationalising their operations and reducing overheads.

It holds 51 per cent of Turner & Newall Holdings, an engineering, motor components and industrial materials company, and 78 per cent of Associated Engineering (SA), which makes cylinders and bearings.

The latter was acquired with the AE group late last year. Both subsidiaries have Johannesburg listings.

Fleming Overseas Investment Trust is cutting its dividend to 2.25p for year ended June 30 1987 (2.75p) with final 1.25p. Earnings 2.27p (2.29p). Gross revenue £6.18m (£6.2m) less management expenses £1.15m (£1.15m). Pre-tax revenue £4.6m (£4.89m). Net asset value at June 30 was 242.2p (193.1p).

IRELAND

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In accordance with the provisions of the Notes, notice is hereby given that for the six months interest period from 16th July, 1987 to 19th January, 1988 the Notes will carry an interest rate of 7 1/2 per cent per annum. The relevant Interest Payment Date will be 19th January, 1988 and the Coupon Amount per \$500,000 will be \$19,145.51.

Bank of Tokyo International Limited Reference Agent

GPG continues to expand in US with £23m acquisition

BY NICK BUNKER

Guinness Peat, the merchant banking group, is making a £17.2m placing of new shares to help finance a £22.7m takeover of a US company operating in North America's growing executive benefits consultancy market.

Mr Alastair Morton, Guinness Peat's executive chairman, said the purchase of Oregon-based Management Compensation Group (MCG) was part of a strategy of expanding the Guinness Peat's North American asset management and benefits funding operations.

Guinness Peat's shares closed down 1p at 107p.

The British group has bought since 1984 two US fund managers. New York-based Forstmann-Led and Houston-based Eagle Management and MCG specialises in servicing US companies and individuals by designing supplementary pension, life insurance and salary schemes for high-earners.

It will complement Forstmann's existing business of managing pension funds for US corporations including Lockheed, Guinness Peat said.

The British group is paying MCG's owners £17.2m cash raised by the issue of 17.5m shares at 98p each. It is making up the rest of the £24.7m consideration with 5.6m Guinness Peat shares which MCG's owners have agreed to keep for at least two years.

The deal is structured around a guarantee from MCG's owners, the management team which has

built it up since 1978, that gross revenues will total at least \$31.5m over the first three years.

Significantly, the new acquisition is backed by Guinness Peat's biggest shareholder Capitalcorp, a Hong Kong-based subsidiary of Equiticorp, a New Zealand investment company.

Capitalcorp has built up a 28.2 per cent stake in Guinness Peat after buying a 24 per cent holding from Friend's Provident, the life assurance company, this spring.

In June, Guinness Peat gave Equiticorp two seats on its board after a two-month long dispute over whether the New Zealand group should have board representation.

Guinness Peat is already placed with Capitalcorp 28.2 per cent of the new share issue, which is underwritten by Morgan Grenfell, the merchant bank. Capitalcorp could raise its stake to 20.2 per cent if it applies for the maximum new shares allowable.

MCG has raised its gross revenues from \$4m in 1985 to \$8.5m in the year ending last February 28.

Guinness Peat said MCG was expected to benefit in the next 12 months from the 1986 US Tax Reform Act. Recent tax changes in the US have led to stricter limitations on tax-deductible benefits for employees, resulting in extra demand for so-called "non-qualified" benefit plans, a product line in which MCG specialises.

Barclays miscounted New Court acceptances

BY CLAY HARRIS

Barclays Bank admitted yesterday that it had miscounted acceptances in the bid by Smith New Court, the securities dealer, for New Court Trust, the investment trust.

As a result, Smith New Court shareholders who had applied to take up any excess redeemable preference shares will receive fewer than they had been told last week.

Barclays said yesterday that it would indemnify any applicant who could identify a loss

as a result of trading under the incorrect information. Barclays would acquire and make available sufficient shares to make up any shortfall.

The correct allocation is 21.465 per cent of the preference shares applied for, compared with 22.98 per cent announced last week.

Smith New Court, an associate of N. M. Rothschild, the merchant bank, is buying and liquidating the investment trust, which is managed by Rothschild.

United Scientific sells loss-making subsidiary

BY DAVID WALLER

Shares in United Scientific Holdings, the defence contractor, yesterday rose 17p to 314p after it announced its disposal of its loss-making photographic subsidiary.

USH is selling Rollei Foto-technic to Mr Heinrich Mander, the proprietor of Schneider Optics, for a nominal sum.

Bought in 1982 for DM 6.7m, Rollei has only once made a profit since, and is believed to have lost in excess of £500,000 in USH's last financial year.

USH's total write off on the disposal will be approximately £8.5m, and will be treated as an extraordinary item in the company's accounts for the year to September 30.

"Rollei's history and culture

relate to consumer markets," said Mr David Fraser, USH's chief executive. "Attempts on our part to change that would be inappropriate."

He added that USH had intended to use Rollei as a base for expanding into German defence electro-optics markets, but this still accounted for only 20 per cent of sales.

Some £3m of debt will be eliminated from USH's balance sheet, leaving the group's net debt at less than £15m.

The disposal follows USH's £4.5m acquisition of Invertron, a supplier of military simulation systems, earlier this month, and the flotation of 25 per cent of its subsidiary, Avimo Singapore, on the Singapore Stock Exchange in February.

Sears to pay £34m for Horne Brothers

By Stephen Butler

Sears, the UK retail group, is expanding its men's wear division through the £34m acquisition of Horne Brothers, the specialist men's wear retailer with 56 stores mainly in London and the South.

Of the £34m total, £29.5m is payable in cash with the balance in unsecured 8 per cent loan notes.

At the end of August 1986, Horne, which has stores trading as Horne and Ry, had £14.7m in net assets, of which £7.5m were properties less valued in September, 1986. Sears said that a current value would be substantially higher.

Horne's profits to the end of August 1987 were expected to be about £1.7m on a turnover of £6m.

The new stores will supplement the approximately 500 retail outlets in Sears' Footwear division. The Horne stores concentrate on quality clothing for men in the 25-44 year age bracket, and would be combined with Sears' recently formed Equicorp operation which is targeted at the same market.

Mr Geoffrey Maitland Smith, chairman, said yesterday that the experiment with Equicorp had been a success, and that the acquisition of Horne would accelerate the strategy of moving up market into more highly focused fashion areas, while bringing on board a skilled management team.

25 stores would complement Sears' Jargon fashions aimed at men in the 18-25 year age bracket. About 75 stores in all are planned over the next one and a half years.

Horne's Worth Valley subsidiary is the UK licensee for Pierre Cardin's mens formal wear, and Mr Smith indicated this would be exploited in Sears' main stores, such as Selfridges.

Northern Foods' US subsidiary sale fails

By Steven Butler

The collapse of XXXX Best, US carpet cleaning company, has led to a termination of Northern Foods' contract to sell its Flagship Cleaning Services subsidiary.

Northern Foods in April reached agreement to sell Flagship Cleaning to XXXX Best for \$84.6m (£11m) cash. Flagship holds the Sears Roebuck franchise for domestic carpet and upholstery cleaning throughout the US.

Northern Foods said yesterday that other parties had expressed interest in purchasing the company and that discussions would follow.

Lourho raises £53m in Tokyo

Lourho, the international trading group, has raised £52.5m after expenses with the issue of 20m new shares on the Tokyo Stock Exchange.

The issue, representing about 5.5 per cent of Lourho's expanded share capital, was fully subscribed. Trading is due to start next Thursday. Lourho shares added 6 1/2p to 290 1/2p in London yesterday, compared with a Tokyo offer price equivalent to 280.4p.

Reckitt & Colman plc

U.S.\$ 150,000,000 MULTI-OPTION FACILITY

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Barclays Bank PLC

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Managers

Amsterdam-Rotterdam Bank N.V.

Banque Nationale de Paris

Citibank N.A.

Deutsche Bank Aktiengesellschaft

Midland Bank plc

The Mitsubishi Bank, Limited

The Sanwa Bank, Limited

Westpac Banking Corporation

Tender Panelists

Algemene Bank Nederland NV

Amsterdam-Rotterdam Bank N.V.

Australia & New Zealand Banking Group Limited

Banca Nazionale del Lavoro

Bankers Trust Company

Banque Nationale de Paris

Banque Paribas (London)

Barclays Bank PLC

Chemical Bank

CIC-Union Européenne, International et Cie

Commerzbank Aktiengesellschaft

Crédit Lyonnais

Credit Suisse

Crédito Italiano

Deutsche Bank Aktiengesellschaft

The Dai-ichi Kangyo Bank, Limited

The Industrial Bank of Japan, Limited

International Westminster Bank PLC

Lloyds Merchant Bank Limited

Midland Bank plc

The Mitsubishi Bank, Limited

The Sanwa Bank, Limited

The Sumitomo Bank, Limited

Swiss Bank Corporation

Toronto Dominion International Limited

S.G. Warburg & Co. Ltd.

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Facility and Tender Panel Agent

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Swingline Agent

Barclays Bank PLC

July 1987

This advertisement is issued in compliance with the Regulations of the Council of The Stock Exchange. Listing Particulars relating to James Crosby Group PLC ("the Company") have been delivered to the Registrar of Companies in England and Wales. Application has been made to the Council of The Stock Exchange for the whole of the issued and allotted ordinary shares capital of the Company to be admitted to the Official List. It is expected that Listing of the ordinary shares will become effective on 23rd July, 1987 and that dealings will commence on the same day.



JAMES CROSBY GROUP PLC

(Incorporated in England and Wales under the Companies Act 1985 with No. 2008006)

Placing

Panmure Gordon & Co. Limited

of

3,963,415 ordinary shares of 10p each at 82p per share

The Company is a regional housebuilder operating in the North West of England building a broad range of properties in most sectors of the private new housing market.

Authorised
£1,225,000

Share Capital

Issued and fully paid
£1,097,342

in ordinary shares of 10p each

The ordinary shares now being placed will rank pari passu in all respects with the ordinary shares of the Company in issue upon listing and will thereafter have the right to receive all dividends and other distributions declared, paid or made on the ordinary shares of the Company.

In accordance with the Rules and Regulations of the Council of The Stock Exchange, Panmure Gordon & Co. Limited and Henry Cooke Lumsden Limited are placing 2,972,561 and 990,854 ordinary shares in the capital of the Company respectively.

Listing Particulars relating to James Crosby Group PLC are available in the statistical service of Eitel Statistical Services Limited. Copies of the Listing Particulars may be obtained during normal business hours (Saturdays and public holidays excepted) for collection only, from the Company's Financial Services Office, The Stock Exchange, Threadneedle Street, London EC2R 2JX up to and including 23rd July, 1987 and up to and including 31st July, 1987 from the Company's registered office, Buckwood House, 14, Old Market Place, Altrincham, Cheshire WA14 4DF and from:

Panmure Gordon & Co. Limited
9 Moorfields Highwalk
London EC2Y 9DS

16th July, 1987



A walk around the Weekend

When do you start the Weekend? Is it *after* you've read the business news and features at the front of the Saturday FT? Or do you jump into the Weekend the moment you open the paper?

Or perhaps you don't see the Saturday paper at all and miss the Weekend altogether. If that's the case, do you know what you're missing?

The Weekend FT comes to you with the rest of the FT on a Saturday morning, so that your weekend starts earlier and lasts longer.

Money, money, money!

The front page is where FT writers have the time and space to take a Weekend look at something that's happening in the world. But

once you turn over, the tone changes, and you're straight into the family's fortunes. *Finance and the Family* is where the FT experts talk about *your* money—pensions, insurance, unit trusts, mortgages, etc.

How's your Eden?

Gardens are either a pain in the back, or solace for the soul. Whether you find them a chore or a creation, you'll have the advice of two of Britain's finest gardening writers, Arthur Hellyer and Robin Lane Fox, to help you.

What about a stately home?

If that's what you want, you can see it in colour in the Weekend FT. On the other hand, if

you're looking for something more manageable, you can read John Brennan on where to move to, when and why.

Have you read that, seen this?

The FT has always given more space to the Arts than any other daily paper, and in the Weekend FT its famous critics have the elbow room to wax lyrical or vitriolic on the important books, exhibitions, festivals, etc. that are out, or on.

Brrrrm—Brrrrm!

First of all Stuart Marshall in his Motoring column will tell you which car to get into, then a whole team of travel writers will talk about some

of the unusual places you can drive it to.

If it's burning a hole in your pocket...

...Lucia van der Post will tell you what to buy and what to wear with it in her own witty way. Edmund Penning-Rowsell will sort out the Chateau Latours from the Mouton-Rothschilds and Peter Fort will recommend what to eat with them and where to dine.

Birdwatching? Chess? Collecting?

The list goes on. Is the Weekend too much for the weekend? What have we left out? Sport (now how could we forget that!), Bridge, Cookery, Records, Chess, Birdwatching...help!

The Saturday FT...so many comments for the price of one.

UK COMPANY NEWS

£22M RIGHTS TO CLEAR WAY FOR CASH ACQUISITIONS

Parkfield profits jump to £8m

BY PHILIP COGGAN

Parkfield, the engineering and distribution group, yesterday announced a 22m rights issue, its annual results and a move from the USM to the main market.

A one-for-four rights issue will be used to pay off around £7m of bank borrowings and to fund future acquisitions. Just over 8.8m shares are being offered at 340p each, a 16.5 per cent discount to the closing price on Tuesday. James Capel is underwriting the issue.

Parkfield made nine acquisitions in 1986 and has made a further three so far this year, and the rights will enable the group to fund future deals in cash, rather than make a further series of vendor placings.

All of the acquisitions except Teamdale, Thompson Industries and the photographic distribution business of Spectrum were accounted for on management principles and as a result, the previous years figures have been adjusted.

Pre-tax profits for the year ended April 30 more than doubled to £8.1m (£3.8m) on turnover up 19 per cent at £123.5m (£103.6m). After tax of £2.3m (£1.3m), fully diluted earnings per share advanced to 17.6p (7.94p). There was an extraordinary charge of £741,000 relating to rationalisation costs and abortive acquisition expenditure.

During the year, Parkfield spent £8m on additional working capital, £3.6m on reorganisation costs and about £4m on capital expenditure. In addition head office costs were increased to around £800,000 as a result of moving to new premises in Haslemere, Surrey.

The engineering companies had a disappointing first half and Stockton Foundries underperformed its budget by £600,000 as a result of a pricing policy that resulted in inadequate margins. The problem has now been remedied.

An industrial dispute at RM Fabrications led to the replacement of the workforce producing, according to the company, "a more efficient operation."

Further investments and rationalisations included a new furnace at William Lee, the integration of the Spectrum photographic division with David Anthony, the relocation of Lightning Distribution and the merger of Teamdale and Foster Electrical Supplies.

Mr Roger Felber, the chairman, said that both turnover and operating profits were higher in the first two months of the current year. The final dividend is being increased to 2p (0.96p) making a total of 3p (1.44p).

Parkfield is applying to have its shares listed on the main market because it believes that will enhance its status and widen its investment profile. Shares should begin trading on the main market as soon as practicable after the publication of the annual report.

comment

Parkfield is quitting its role

as king of the minnows on the USM and is joining the big fish on the main market so it seems appropriate to start comparing it with the likes of F. H. Tomkins and Williams Holdings. The comparison is by no means unfavourable: Parkfield is now capitalised at around half the size of either conglomerate and its prospective 9/4, after taking account of the rights proceeds, is only slightly higher at 17, assuming the group makes £14.4m this year. These figures were slightly below market expectations but they still represented earnings per share growth of over 100 per cent and the prospect of the rights issue failed to discourage the market, which pushed the shares up 3p to 410p. Roger Felber is determined to use the rights proceeds for add-on acquisitions rather than risking being weighed down by one big transaction. If the rights issue proceeds to come, the group could make a big splash when it joins the full list.

Cost of contracts hits John Michael

By Janice Warman

A string of unsuccessful pitches for retail contracts saw John Michael Design, the retail shop design company, report a 38 per cent fall in year-end pre-tax profits to £310,063.

JMD joined the USM in 1985 and comfortably exceeded its profits forecast for 1986. This year's first half showed a £83,000 increase to £253,000 but during the second half the company's spending on pitches exceeded its budget.

Mr David Calcott, chairman, said that each pitch cost fourfold the initial payment received by the company, and that unless JMD won one in three contracts it was out of pocket.

Management had taken action to strengthen the accounts department and improve internal reporting procedures.

Mr Calcott said that in the first three months of the current year, JMD had won several new clients, including Ladbroke, Skelley, First Leisure and Lewis's chain of department stores. He was confident of a strong recovery.

Turnover for the year to March 31 rose from £1.32m to £2.3m. Earnings per share fell from 4.14p to 2.35p. There will be no final dividend, leaving the total for the year at the interim level of 0.5p.

JMD had been restructured into three companies to give middle management more scope and responsibility, said Mr Calcott. It had set up a leisure division and a project management section and planned expansion into other areas of design.

APPOINTMENTS

TSB asset finance head

TSB ENGLAND AND WALES has appointed Mr Tony Jukes as head of asset finance with responsibility for leasing and ancillary activities. He was with Manufacturers Hanover Leasing Corporation where he was senior vice president Europe, Middle East and Africa region. He was also managing director of Manufacturers Hanover Finance.

Dr Andrew J. Higgins has been appointed director of the ANIMAL HEALTH TRUST. He will succeed the present director, Mr W. Brian Singleton, who will retire on January 31 1988.

ASNA (AMALGAMATED SOFTWARE OF NORTH AMERICA) has appointed Mr Derek Cooper as managing director of ASNA Ltd.

Newly-formed charter airline AIR UK (LEISURE), which begins operations from Stansted Airport in spring 1988, has formed its board of directors. Mr Neil Forster and Mr Stephen Hamscombe, respectively chairman and managing director of Air UK, hold similar positions with the new airline. Another principle board appointment is that of Mr Chris Facker, chairman of Viking International, which, with British & Commonwealth Holdings and Air UK, is a shareholder in Air UK (Leisure). Day-to-day operational management of the new airline will rest with Mr Jeremy Dixon, general manager, and Captain David Henry, chief pilot, both of whom are also on the Air UK (Leisure) board.

Mr Philip Payne has been appointed chief executive of VOLVO CONCESSIONAIRES LTD (British importer for Volvo cars and a subsidiary of Lex Service). For the past 12 months, as managing director, Mr Payne has been responsible for the day-to-day management, while Mr Peter Turnbull, joint chairman, retained responsibility for overall direction and long-term strategy. Mr Turnbull, who retains joint chairmanship, was recently appointed managing director of the Lex Automotive Group.

Mr Philip A. Girdle has been appointed a director of YORKSHIRE BANK to succeed Sir

Anthony Tenche who has retired. Mr Girdle, who joins the Yorkshire Bank board as a representative of National Westminster Bank, was a director of National Westminster and the general manager of the domestic banking division prior to his retirement in October 1986.

At the THORBOURNE GROUP Mr J. R. Howland has become financial director. He joins from John Mowlem and Co where he was company secretary and group financial controller.

Mr Geoffrey Bowler, a director of the BRITISH AVIATION INSURANCE CO since January 1976 and chairman from November 1976 until mid 1983, has resigned following his retirement as chief general manager of the Sun Alliance Group. Mr P. Quail, deputy chief general manager of the same group, has been appointed a director in place of Mr Bowler. Mr D. H. Newton has also resigned from the board and has been succeeded by Mr R. W. Fielding, chairman of C. E. Heath.

Mr Gavin W. Clutts has been appointed director of finance of NORFOLK CAPITAL GROUP. He was group financial director and company secretary of Munro Corporate.

Sir Kenneth James has been appointed director general of CANNING HOUSE (the Hispanic and Lusitanian Council) from July 19 in succession to Mr John Heath who is retiring.

Mr Michael Everett has been appointed deputy chairman of TULLETT & TOKYO FOREX INTERNATIONAL. Mr Alan Syant and Mr Terry Sanders have been appointed managing directors. Mr Neil Humphreys (New York) has been appointed a director, while Mr Peter Turnbull, joint chairman, retained responsibility for overall direction and long-term strategy. Mr Turnbull, who retains joint chairmanship, was recently appointed managing director of the Lex Automotive Group.

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March profit little changed in first half

March Group, the racing car manufacturer which joined the USM earlier this year, reported a static first half with pre-tax profits marginally lower at £229,000 against £248,000 last time. Turnover for the period ended April 30 was unchanged at £7.9m.

Oxfordshire-based March came to the market in April, a time which also marked its return to Formula One racing after six years. In recent years, the company's cars have dominated the Indianapolis 500 and other Grand Prix-style races in the US—its cars having won the last five Indy 500s in a row.

Yesterday, the company announced its first interim dividend of 1.68p. In its prospectus, March said it would have made payments totalling 4.2p for the year to October 31, 1988 had it been publicly held throughout that year.

First-half earnings per 5p share were given as 4.73p. Tax charge was £290,000 (£287,000) and minorities took £18,000 (£18,000).

The company said it was continuing to expand its engineering resources and would take delivery of a new computer aided design system.

A number of opportunities for expansion in the area of engineering consultancy and special projects for the automotive industry were currently being investigated. The company said it would announce shortly the appointment of a new senior executive.

Airtours growing but losses up

Airtours, whose 10p shares were the subject of a placing in March, produced an increased loss from £360,000 to £2,92m in the first half ended March 31 1987. A loss had been expected because of the seasonal nature of the holiday business.

The directors said, however, that the increased loss was attributable to the growth in the company's business in 1986 and 1987 with a resultant increase in overhead and empty leg costs. The latter arise in October and November when the company brings summer

passengers home without flying outbound passengers to fly to resorts.

Four operators flying to resorts in Europe were experiencing over capacity which inevitably put pressure on margins on that part of the company's programme which remained unsold, the directors said.

The company was fortunate that a large part of the capacity (77.3 per cent) was pre-sold. The decision to expand the sphere of operations to the Caribbean had resulted in an excellent response with high

load factors and additional capacity contracted.

Turnover in the period rose from £11.6m to £15.5m. After a tax credit of £1.05m (£135,000) the loss was £1.95m (£225,000). There was an extraordinary credit of £1.55m (nil) representing the net surplus on the closure and sale of the retail travel division.

There was a net loss of 12.65p (1.5p) per share. The March prospectus forecast a profit of £3.25m for the year and the directors have indicated a first and final dividend of 2.7p.

Wyko profits slip to £1.8m

AFTER a difficult and frustrating year, pre-tax profits at Wyko Group, USM-owned distributor and manufacturer of industrial bearings, fell slightly from £1.8m to £1.78m on turnover up from £28.62m to £31.88m in the 12 months to April 4 1987.

The directors propose an unchanged final dividend of 1.5p to give an unchanged total for the year of 2.6p. Earnings per share fell from 6.4p to 3.7p.

They reported that general prospects for the group remained sound.

The group had suffered its setback in profits because of a loss of volume in manufacturing; high costs of product development; the costs of new computer procedures introduced into the distribution

division; and increased export selling costs. However, cash flow had been kept under strict control with the result that there was no significant change in the group's gearing despite the trading difficulties.

An exception item of £610,000 was attributable to the manufacturing division and was associated with the development costs of producing process plant for the year of 2.6p. Earnings per share fell from 6.4p to 3.7p.

Under use of capacity was coupled with the need to increase selling costs to develop overseas markets on heavy gearing activities.

However, there was a more encouraging outlook for the year ahead.

The division's order book now had a healthy content, both by product and by added value. It was concentrating on areas of higher profitability and the impact of development costs in the coming year would be minimised.

In the distribution division sales advanced from £12.8m to £13.5m and the division continued its policy of investing in new branches. Margins came under some pressure and combined with difficulties in the computer development programme caused overheads to rise. However, remedial action was being taken, the directors said.

The division's outlook for the current year was one of cautious optimism. It was holding on to its market share and expected to improve its operational efficiency.

All areas of the international division made a contribution to the results and the current year's outlook was for the growth of the company's international business to continue through new products and tax charges fell from £767,000 to £509,000.

Graig Shipping falls to £0.7m

Increased depreciation and interest charges, together with losses from its shares in related companies, have left pre-tax profits at Graig Shipping almost halved at £701,000 for the year to end March 1987, against £1.38m previously.

The directors of this Cardiff-based group which is principally engaged in the world-wide bulk cargo trade, are recommending an unchanged final dividend of 10p to maintain the total at 15p per share. Net earnings per £1 share fell from 59.1p to 42p.

Turnover for the year more than doubled to £11.49m (£5.05m) but trading profits were little changed at £223,000 (£229,000). Interest received and income from investments fell slightly to £2.76m (£2.87m) while interest and similar charges rose to £1.36m (£1.19m).

Control Securities in link up with Heron

Control Securities, the property investment and dealing group, has agreed to purchase from Heron Corporation a portfolio of 23 freehold commercial properties for £27.5m to be satisfied by Control shares to be issued at 65p each.

The deal is subject to the approval of Control shareholders. Heron will take 8m Controls shares (4.97 per cent of the enlarged equity following the transaction). The balance of the purchase price

will be financed by a vendor placing with the institutions.

Total annual income for the portfolio is £2.42m with substantial increases on rent reviews expected over the next few years.

Heron and Control have also agreed to form a joint venture property trading and development company in which each will have a 50 per cent interest. Heron will make up to £25m available for the joint venture.

BOARD MEETINGS

The following companies have notified dates of board meetings to the Stock Exchange. Such meetings are usually held for the purpose of considering dividends. Official indications are not available as to whether the dividends are interim or final and the sub-divisions shown below are based mainly on last year's timetable.

TODAY

Interim: Dewhurst, Jersey Electricity, A. Karshaw, Rank Organisation, River and Mercantile, Guard Capital and Income Trust, River and Mercantile Trust, Scottish Mortgage and Trust.

Final: Atlantic Assets Trust, Hampton Industries, Independent Investment, Jack L. Israel, Jones Stroud.

FUTURE DATES

Interim: Green Property July 23
Novo Industri Aug 12
Romney Trust July 24
Yeoman Investment Trust July 24

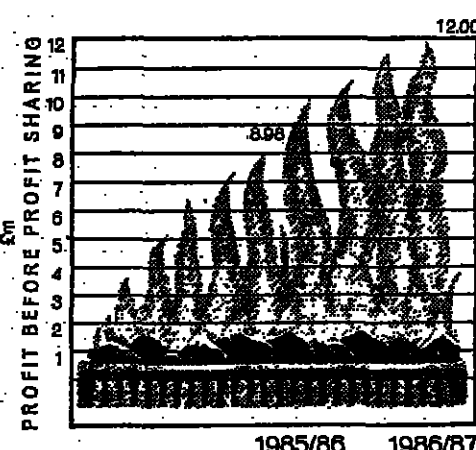
Final: Black Arrow July 23
Brassey July 22
EVE Construction July 24
Tomkins (P. H.) July 23

The Union Discount Company of London, p.l.c.

At a meeting of the Board of the Company held today the directors declared an interim dividend of 17p per £1 unit of stock on account of the year ending 31st December, 1987 (1986-11p). This interim dividend will be paid on September 1987 to stockholders whose names are on the register at the close of business on 10th August, 1987. The Company announced in the Chairman's statement for 1986 its intention of reducing the disparity between the interim and final dividends. The increased interim dividend now being paid reflects the adoption of this policy.

At this time last year we were able to report an excellent trading performance due mainly to the world-wide fall in interest rates. During the first half of this year sterling rates have fallen but there has been little movement in interest rates in the other major currencies and in particular the U.S. bond market has provided few profitable trading opportunities. Consequently the Company's trading profits in the first half of 1987 are down on the comparable period in 1986, but are satisfactory.

The Union Discount Company of London, p.l.c.
London: 39 Cornhill, London EC3V 3NU. Tel: 06-423 1020
Glenborough: 13 Chesham Square, Edinburgh EH2 4DQ. Tel: 031-226 3335
Glenborough: Leazes Road, 1 St. Julian's Avenue, St. Peter Port, Guernsey, Channel Islands. Tel: 0481 711261.



BAXI HEATING. ANNUAL RESULTS.

We've just completed our most successful trading year since Baxi was founded 121 years ago. Highest ever sales figures of £20.5 million. Profit before profit sharing of £12 million, an increase of 34% on the previous year. But what makes the figures even more satisfying is the fact that we're Britain's largest employee owned manufacturing partnership.

RESULTS

	1986/87	1985/86	% Increase
Turnover	60.5	49.3	22.7
Profit before Profit Sharing	12.00	8.98	33.6
Profit Sharing	2.45	1.88	29.7
Profit before Tax	9.55	7.10	34.9
Profit after Tax	6.30	4.21	49.2

LOOKING FOR NEW BUSINESS OPPORTUNITIES

We're looking to broaden our business horizons in 1987/88 by acquiring similar or engineering related companies - public or private.

The attractions for such companies to join the Baxi Partnership are many, not least of which is the benefit their employees stand to gain from sharing in the success of the company. (Baxi shares, incidentally, have increased 114% since they were issued 3 years ago).

For a copy of our Annual Report and Accounts call Susan Savage.

BAXI PARTNERSHIP LIMITED

Trading as Baxi Heating, Brownedge Road, Bamber Bridge, Preston, Lancs. Tel: 0772 36201.

This announcement appears as a matter of record only

May 1987



ICL - Israel Chemicals Ltd.

U.S. \$ 15,000,000
Medium-Term Credit Facility

The undersigned as Arranger syndicated this transaction among a group of international banks.



BANQUE DE L'UNION EUROPEENNE

All these Bonds have been sold. This announcement appears as a matter of record only

JUNE 1987



BANQUE DE L'UNION EUROPEENNE

FRENCH FRANCS 1,000,000,000
FLOATING RATE BONDS
interest rate indexed on the French Money Market

These Bonds are listed on the Paris Stock Exchange

These Bonds have been registered with the French Commission des Opérations de Bourse (visa n° 87-245 June 18th 1987)

Trade figures hit dollar

OTHER CURRENCIES			
July 15	£	\$	
Argentina	1,074.0-1,087.5	1,830.0-1,900.0	
Australia	2,297.5-2,300.5	1,680.0-1,695.0	
Brazil	72,935.5-73,150.0	14,645.0-14,870.0	
Canada	72.37-72.50	93.50-94.00	
Denmark	22.25-22.61.5	137.90-140.20	
Hong Kong	12.79-12.75	15.90-17.00	
India	14,520.0-14,570.15	2,840.0-2,821.20	
Indonesia	1,650.0-1,660.70	0.2842-0.28430	
Japan	163.50-164.00	100.00-100.00	
Malaysia	4,305.4-4,311.95	2,532.5-2,537.5	
Mexico	2,240.0-2,264.0	1,573.0-1,587.0	
Netherlands	20.50-20.55	20.50-20.55	
Norway	3,140.4-3,111.95	3,140.0-3,120.0	
Philippines	6,315.5-6,490.0	2,178.0-2,210.0	
Singapore	6,315.5-6,490.0	2,178.0-2,210.0	
South Africa	1,375.0-1,380.0	2,060.0-2,070.0	
Switzerland	5,595.0-5,595.95	3,780.5-3,900.0	
Taiwan	43.70-43.70	31.00-31.10	
Thailand	20.50-20.55	20.50-20.55	

Arms	84.94	0.94	90.99
and \$500	24.24	N/A	312.44

Long-term Eurodollar: Two years 74.8 percent, three years 84.8-8.6 percent, short-term: 90.99 percent, others: two days' notice.

CROSS RATES

July 15	£	\$	DM	YEN	F F
£	1.0	1.632	2.985	242.6	9.94
\$	0.613	1	1.286	78.75	6.05
DM	0.335	0.547	1	81.24	3.33
YEN	4.124	6.730	72.31	1000.	41.03
F F	1.006	1.643	1.202	29.59	10.
\$ Fr.	1.802	0.657	1.201	76.93	4.00
H FL	0.267	0.485	0.880	72.2	2.65
Lire	0.493	0.735	1.381	112.12	4.66
£ F	0.613	0.758	1.382	112.1	4.66
\$ F	1.613	2.632	4.812	397.3	16.01

	95-100 4½-4¾	10½-10¾ 4¾-5	10¾-10¾ 4¾-5	10¾-10¾ 4¾-5	
Three years 8-8½ per cent; four years 8½-9½					
Term rates are call for US Dollars and Japanese					
	S Fr.	H Fl.	Lib.	C S	B Fr.
3	2.485	3.363	2161.	2160	62.00
6	1.922	2.064	1324.	1324	68.00
9	0.832	1.126	723.9	0.724	20.77
12	10.25	1.187	9910.	0.781	255.7
15	2.499	3.382	2173.	2.182	62.36
18	1	1.939	869.	0.876	24.95
21	0.739	1	642.6	0.642	18.64
24	1.150	1.556	1000.	1.000	38.49
27	1.150	1.557	1000.	1	38.70
30	4.008	5.423	3485.	3.484	100.

CURRENCY FUTURES				
POUND-£ (FOREIGN EXCHANGE)				
Spot	3-mth.	6-mth.	9-mth.	12-mth.
1.6220	1.6289	1.6295	1.6173	1.6040
DM-DM-STERLING £ per £				
Spot	3-mth.	6-mth.	9-mth.	12-mth.
1.6100	1.6100	1.6100	1.5915	1.5825
LIVE-STERLING £25,000 £ per £				
Spot	Close	High	Low	Prev.
1.6220	1.6220	1.6215	1.6175	1.6171
Dec.	1.6175	—	—	1.5991
Mar.	1.6310	—	—	1.5918

US Treasury bonds fall

Daiwa Europe Limited

1 3/8 per cent.

Warr

to subscribe for shares of common

ISSUE PRICE 1

FINANCIAL TIMES, 10 CANNON STREET, LONDON EC4P 4BY

UK rates steady

208m local authority bills in hand 2 at 6 1/2 per cent; 236m bank bills in hand 2 at 6 per cent and 637m bank bills in hand 3 at 6 1/2 per cent.

Late assistance of around £365m was also provided in official hands, repayment of late assistance and at take-up of Treasury bills drained £1,000m from the market. The Treasury is absorbing £730m; a rise in the note circulation £150m; and bank balances below target £25m.

The Bank of England has cut its money market intervention rate at 7 1/2 per cent. The central bank has also cut its rate for the fixed rate Treasury bills at yesterday's tender.

In Frankfurt call money rose to 3.55 per cent from 3.50 per cent, and the three-month rate that above target West German money supply growth will lead to a tightening of monetary policy later this year.

[illegible]

Month	Three Months	Six Months	One Year
9-1-91	9-1-91	9-1-91	9-1-91
10-1-91	10-1-91	10-1-91	10-1-91
11-1-91	11-1-91	11-1-91	11-1-91
12-1-91	12-1-91	12-1-91	12-1-91
1-1-92	1-1-92	1-1-92	1-1-92
2-1-92	2-1-92	2-1-92	2-1-92
3-1-92	3-1-92	3-1-92	3-1-92
4-1-92	4-1-92	4-1-92	4-1-92
5-1-92	5-1-92	5-1-92	5-1-92
6-1-92	6-1-92	6-1-92	6-1-92
7-1-92	7-1-92	7-1-92	7-1-92
8-1-92	8-1-92	8-1-92	8-1-92
9-1-92	9-1-92	9-1-92	9-1-92
10-1-92	10-1-92	10-1-92	10-1-92
11-1-92	11-1-92	11-1-92	11-1-92
12-1-92	12-1-92	12-1-92	12-1-92
1-1-93	1-1-93	1-1-93	1-1-93
2-1-93	2-1-93	2-1-93	2-1-93
3-1-93	3-1-93	3-1-93	3-1-93
4-1-93	4-1-93	4-1-93	4-1-93
5-1-93	5-1-93	5-1-93	5-1-93
6-1-93	6-1-93	6-1-93	6-1-93
7-1-93	7-1-93	7-1-93	7-1-93
8-1-93	8-1-93	8-1-93	8-1-93
9-1-93	9-1-93	9-1-93	9-1-93
10-1-93	10-1-93	10-1-93	10-1-93
11-1-93	11-1-93	11-1-93	11-1-93
12-1-93	12-1-93	12-1-93	12-1-93
1-1-94	1-1-94	1-1-94	1-1-94
2-1-94	2-1-94	2-1-94	2-1-94
3-1-94	3-1-94	3-1-94	3-1-94
4-1-94	4-1-94	4-1-94	4-1-94
5-1-94	5-1-94	5-1-94	5-1-94
6-1-94	6-1-94	6-1-94	6-1-94
7-1-94	7-1-94	7-1-94	7-1-94
8-1-94	8-1-94	8-1-94	8-1-94
9-1-94	9-1-94	9-1-94	9-1-94
10-1-94	10-1-94	10-1-94	10-1-94
11-1-94	11-1-94	11-1-94	11-1-94
12-1-94	12-1-94	12-1-94	12-1-94
1-1-95	1-1-95	1-1-95	1-1-95
2-1-95	2-1-95	2-1-95	2-1-95
3-1-95	3-1-95	3-1-95	3-1-95
4-1-95	4-1-95	4-1-95	4-1-95
5-1-95	5-1-95	5-1-95	5-1-95
6-1-95	6-1-95	6-1-95	6-1-95
7-1-95	7-1-95	7-1-95	7-1-95
8-1-95	8-1-95	8-1-95	8-1-95
9-1-95	9-1-95	9-1-95	9-1-95
10-1-95	10-1-95	10-1-95	10-1-95
11-1-95	11-1-95	11-1-95	11-1-95
12-1-95	12-1-95	12-1-95	12-1-95
1-1-96	1-1-96	1-1-96	1-1-96
2-1-96	2-1-96	2-1-96	2-1-96
3-1-96	3-1-96	3-1-96	3-1-96
4-1-96	4-1-96	4-1-96	4-1-96
5-1-96	5-1-96	5-1-96	5-1-96
6-1-96	6-1-96	6-1-96	6-1-96
7-1-96	7-1-96	7-1-96	7-1-96
8-1-96	8-1-96	8-1-96	8-1-96
9-1-96	9-1-96	9-1-96	9-1-96
10-1-96	10-1-96	10-1-96	10-1-96
11-1-96	11-1-96	11-1-96	11-1-96
12-1-96	12-1-96	12-1-96	12-1-96
1-1-97	1-1-97	1-1-97	1-1-97
2-1-97	2-1-97	2-1-97	2-1-97
3-1-97	3-1-97	3-1-97	3-1-97
4-1-97	4-1-97	4-1-97	4-1-97
5-1-97	5-1-97	5-1-97	5-1-97
6-1-97	6-1-97	6-1-97	6-1-97
7-1-97	7-1-97	7-1-97	7-1-97
8-1-97	8-1-97	8-1-97	8-1-97
9-1-9			

Swiss Bank Corporation
Wako International
Westdeutsche Landesbank AG
Bank of Yokohama (Europe)
Dai-ichi Europe Limited
KOKUSAI Europe Limited
Nichiei Securities Co., Ltd.
Okasan International (Europe)
Taiheiyō Europe Limited
Tokai International Limited
Toyo Securities Europe Limited

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(Europe) Limited
esbank Girozentrale
Yamatane Securities
(Europe) S.A.
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Ltd.

Univ
S. G.
Yamaichi International
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Cosmo Secur
Internall
M
Nippon Kangyo Kakus
Saitan
Taiyo Kob
Tokyo Securities
Toyo Trus

Warburg Securities
(Europe) Limited

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100

WORLD MARKETS

FT-ACTUARIES WORLD INDICES

Jointly compiled by the Financial Times, Goldman, Sachs & Co., and Wood Mackenzie & Co. Ltd., in conjunction with the Institute of Actuaries and the Faculty of Actuaries

NATIONAL AND REGIONAL MARKETS	WEDNESDAY JULY 15 1987				TUESDAY JULY 14 1987				DOLLAR INDEX		
	US Dollar Index	Day's Change %	Pound Sterling Index	Local Currency Index	Gross Div. Yield	US Dollar Index	Pound Sterling Index	Local Currency Index	1987 High	1987 Low	Year ago (approx)
Figures in parentheses show number of stocks per grouping											
Australia (94)	144.99	+0.9	131.72	135.88	2.88	143.76	132.35	135.59	146.86	99.92	75.68
Austria (16)	89.22	+1.8	81.05	94.77	2.42	87.67	80.70	83.90	101.62	85.33	67.05
Belgium (48)	125.50	+1.1	114.01	118.07	4.01	124.15	114.29	118.03	126.49	87.05	67.05
Canada (132)	137.56	+0.0	125.07	131.95	2.13	137.45	126.72	131.33	137.66	100.00	96.23
Denmark (39)	115.86	+1.1	105.26	109.40	2.51	114.88	105.48	109.40	124.10	98.18	91.65
France (121)	110.49	+0.9	100.38	105.59	10.65	109.50	100.81	105.72	121.82	98.99	96.60
West Germany (92)	99.94	+2.6	90.79	95.06	1.84	98.44	90.33	94.65	103.33	84.00	76.65
Hong Kong (45)	130.23	+0.2	118.30	130.57	2.77	129.97	119.65	130.32	130.23	96.89	70.70
Ireland (14)	145.41	+1.5	132.09	139.80	3.17	143.32	131.94	139.32	145.41	99.50	90.01
Italy (76)	95.00	+1.6	86.50	93.89	1.91	93.47	86.05	93.43	112.11	93.47	80.21
Japan (458)	125.00	+1.1	114.01	118.07	4.01	124.15	114.29	118.03	126.49	87.05	67.05
Malaysia (36)	186.48	+1.4	169.41	182.06	2.06	183.96	169.41	179.78	186.48	98.24	71.88
Mexico (14)	285.58	+0.6	259.43	280.89	0.69	283.95	261.40	247.80	285.58	99.72	51.28
Netherlands (38)	126.56	+0.8	114.01	118.07	3.67	126.61	115.63	119.36	126.69	99.65	90.97
New Zealand (26)	105.32	+1.8	95.68	99.94	3.07	102.30	95.38	98.38	105.32	99.72	51.28
Norway (24)	149.01	+1.3	135.37	135.36	2.00	147.13	135.43	134.90	149.01	100.00	96.99
Singapore (27)	159.77	+2.5	145.14	155.91	1.58	153.85	143.46	152.11	159.77	99.29	78.13
South Africa (61)	174.97	+1.4	165.95	172.57	3.26	172.55	158.85	164.71	186.74	100.00	73.48
Spain (49)	128.08	+0.2	114.25	119.33	3.29	125.83	115.84	120.97	128.08	99.44	62.44
Sweden (33)	120.48	+1.6	109.45	113.93	2.02	118.61	109.19	113.12	124.68	90.85	91.17
Switzerland (53)	100.18	+2.6	91.01	94.53	1.73	97.67	89.91	93.28	104.06	92.01	82.32
United Kingdom (356)	161.45	+2.1	146.67	146.67	2.59	158.14	145.58	145.58	161.45	99.65	76.45
USA (591)	126.73	+0.1	115.12	126.73	2.86	126.73	115.12	126.73	126.73	100.00	98.98
Europe (933)	127.89	+1.9	116.18	119.39	2.69	126.54	115.57	118.61	127.89	99.78	87.45
Pacific Basin (88)	134.91	+1.4	122.36	126.87	0.70	133.01	122.45	127.07	138.77	100.00	84.49
Euro-Pacific (1519)	132.15	+1.6	120.05	123.88	1.47	130.06	119.74	123.68	143.65	100.00	86.06
North America (723)	132.91	+0.1	115.66	127.04	2.81	127.47	117.34	127.16	127.47	100.00	98.26
Europe Excl. UK (597)	107.82	+0.4	102.23	107.23	1.75	107.23	102.23	107.23	107.82	100.00	98.26
Pacific Excl. Japan (228)	137.63	+0.8	125.03	131.59	2.75	136.50	125.66	130.99	137.78	99.92	78.86
World Excl. US (1825)	132.91	+1.5	120.74	124.42	1.52	130.90	120.51	124.17	133.02	100.00	86.25
World Excl. US & UK (1356)	132.91	+1.5	120.74	124.42	1.52	130.90	120.51	124.17	133.02	100.00	86.25
World Excl. US, UK & Japan (1959)	130.18	+0.9	118.26	125.38	2.01	128.02	118.78	125.31	143.08	100.00	86.25
World Excl. Japan (1999)	128.46	+0.6	116.71	124.91	2.77	127.20	117.55	124.64	135.43	100.00	93.69
The World Index (2417)	130.46	+0.9	118.52	125.49	2.02	129.30	119.03	125.34	135.15	100.00	90.98

Base values: Dec 31, 1985 = 100

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The prices for Denmark were not available and prices for France not fully updated for July 15.

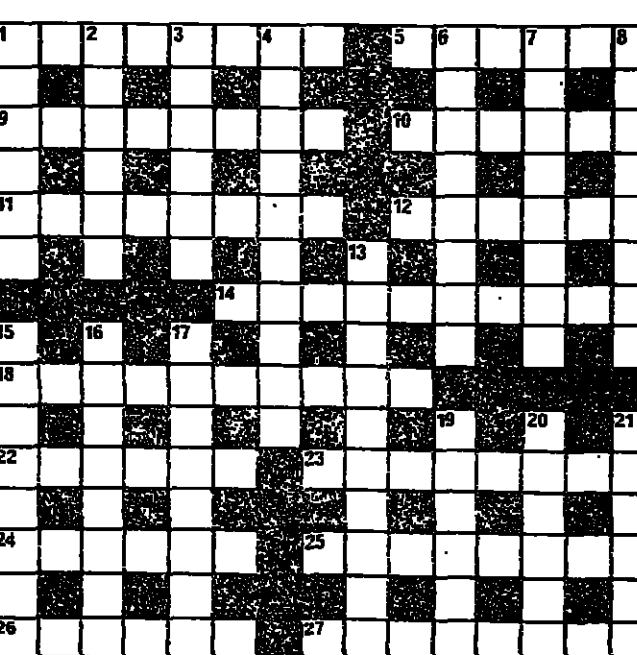
BASE LENDING RATES

Series	Vol.	Loan	Vol.	Loan	Vol.	Loan	Vol.	Loan	Vol.	Loan
100% L	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80
100% L	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80
100% L	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80
100% L	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80
100% L	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80
100% L	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80
100% L	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80
100% L	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80
100% L	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80
100% L	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80

Series	Vol.	Loan	Vol.	Loan	Vol.	Loan	Vol.	Loan	Vol.	Loan
100% L	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80
100% L	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80
100% L	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80
100% L	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80
100% L	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80
100% L	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80
100% L	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80
100% L	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80
100% L	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80
100% L	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80

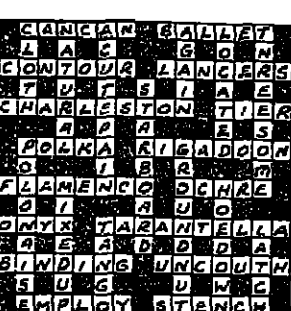
FT CROSSWORD PUZZLE NO. 6379

VIXEN



- 1 Damned scared maybe-grabbing copper (8)
 5 She'll give one information about the doctor (6)
 9 Confidential hint (3)
 10 Reasons an article urges reform (6)
 11 Statesmanlike? (8)
 12 Substitute having some effect (6)
 14 Few in tune send up a musician (10)
 15 Making real cuts or adjustments in a metropolitan area (5)
 22 Give the underworld boss a month and there's con-temneration! (6)
 23 Many in a conservative union may appear menacing (8)
 24 A guy soldiers sent back home (4)
 25 No rating could be so un-tenlightened (8)
 26 Well before the warmest weather (6)
 27 An illustration demonstrat-ing the popular attitude (8)
- DOWN
- 1 To strike in a recession is beastly! (6)
 2 The person making economies needs a certain craft (6)
 3 Don't leave airmen in a mess (6)
 4 The strain of dental treat-ment (10)

Solution to Puzzle No 6378



BASE LENDING RATES

Bank	Rate	Bank	Rate	Bank	Rate	Bank	Rate
ABN Bank	9.00	Chorlton Bank	9.00	Nat. Bk. of Aust.	9.00	ABN Bank	9.00
Adams & Co.	9.00	Citibank	9.00	Nat. Bk. of Aust.	9.00	Adams & Co.	9.00
Alfred Bank	9.00	Citibank	9.00	Nat. Bk. of Aust.	9.00	Alfred Bank	9.00
Alfred Bank	9.00	Citibank	9.00	Nat. Bk. of Aust.	9.00	Alfred Bank	9.00
Alfred Bank	9.00	Citibank	9.00	Nat. Bk. of Aust.	9.00	Alfred Bank	9.00
Alfred Bank	9.00	Citibank	9.00	Nat. Bk. of Aust.	9.00	Alfred Bank	9.00
Alfred Bank	9.00	Citibank	9.00	Nat. Bk. of Aust.	9.00	Alfred Bank	9.00
Alfred Bank	9.00	Citibank	9.00	Nat. Bk. of Aust.	9.00	Alfred Bank	9.00
Alfred Bank	9.00	Citibank	9.00	Nat. Bk. of Aust.	9.00	Alfred Bank	9.00
Alfred Bank	9.00	Citibank	9.00	Nat. Bk. of Aust.	9.00	Alfred Bank	9.00

Company Notices

Barings B.V.
 US\$ 150,000,000
 Guaranteed Floating Rate Capital Notes due 2001

Payment of principal and interest guaranteed by
Barings plc

In accordance with the provisions of the Notes, notice is hereby given that for the interest period from July 15, 1987 to January 15, 1988 the Notes will carry an interest rate of 7 1/4% p.a.

The interest payable on the relevant interest payment date, January 15, 1988 against coupon n° 4 will be US\$370.56 per Note of US\$100,000.

The Agent Bank
KREDIETBANK
 S.A. LUXEMBOURGEOISE

NZI CAPITAL CORPORATION
 YEN 10,000,000,000
 Guaranteed Floating Rate Notes due 1992

In accordance with the description of the Notes, notice is hereby given that for the interest period June 29, 1987 to December 29, 1987, the Notes will carry an interest rate at 4.3% p.a.

The interest payable on December 29, 1987 against coupon n° 1 will be YEN 215,589 per Note of YEN 10,000,000.

The Agent Bank
THE TAIYO KOBE BANK LIMITED

CREDIT FONCIER DE FRANCE
 Ecu 200,000,000
 Floating Rate Notes due 1996

For the period July 16 1987 to October 16 1987 the Notes will carry an interest rate of 6.8% per annum with an interest amount of Ecu 173.78 per Ecu 100,000 Note and of Ecu 1,737.78 per Ecu 1,000,000 Note.

The relevant interest payment date will be October 16 1987.

BANQUE PARIBAS
 (Luxembourg) S.A.
 Agent Bank

Legal Notice
 RED GARAGE (NORTH WALES) LIMITED
 RED GARAGE (LONDON) LIMITED
 CAERNARFON MOTORS LIMITED

Adrian Richard Stanway and John Frederick Powell of Court Gully, 43 Temple Row, Birmingham, B2 5JT were appointed receivers of RED GARAGE (NORTH WALES) LIMITED, RED GARAGE (LONDON) LIMITED and CAERNARFON MOTORS LIMITED (Registered Numbers 29105, 999373 and 1071335) by North West Securities Limited, North West House, City Road, Chester, CH1 3AN on 8 July 1987.

A. R. STANWAY,
 Joint Receiver

AUTHORISED UNIT TRUSTS

Unit Trust	Manager	Assets	Liabilities	Net Assets	Units	Price
Abbey Unit Tr. Mgrs. (a)	Abbey Unit Tr. Mgrs. (a)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (b)	Abbey Unit Tr. Mgrs. (b)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (c)	Abbey Unit Tr. Mgrs. (c)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (d)	Abbey Unit Tr. Mgrs. (d)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (e)	Abbey Unit Tr. Mgrs. (e)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (f)	Abbey Unit Tr. Mgrs. (f)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (g)	Abbey Unit Tr. Mgrs. (g)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (h)	Abbey Unit Tr. Mgrs. (h)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (i)	Abbey Unit Tr. Mgrs. (i)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (j)	Abbey Unit Tr. Mgrs. (j)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (k)	Abbey Unit Tr. Mgrs. (k)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (l)	Abbey Unit Tr. Mgrs. (l)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (m)	Abbey Unit Tr. Mgrs. (m)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (n)	Abbey Unit Tr. Mgrs. (n)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (o)	Abbey Unit Tr. Mgrs. (o)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (p)	Abbey Unit Tr. Mgrs. (p)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (q)	Abbey Unit Tr. Mgrs. (q)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (r)	Abbey Unit Tr. Mgrs. (r)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (s)	Abbey Unit Tr. Mgrs. (s)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (t)	Abbey Unit Tr. Mgrs. (t)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (u)	Abbey Unit Tr. Mgrs. (u)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (v)	Abbey Unit Tr. Mgrs. (v)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (w)	Abbey Unit Tr. Mgrs. (w)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (x)	Abbey Unit Tr. Mgrs. (x)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (y)	Abbey Unit Tr. Mgrs. (y)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (z)	Abbey Unit Tr. Mgrs. (z)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (aa)	Abbey Unit Tr. Mgrs. (aa)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (ab)	Abbey Unit Tr. Mgrs. (ab)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (ac)	Abbey Unit Tr. Mgrs. (ac)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (ad)	Abbey Unit Tr. Mgrs. (ad)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (ae)	Abbey Unit Tr. Mgrs. (ae)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (af)	Abbey Unit Tr. Mgrs. (af)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (ag)	Abbey Unit Tr. Mgrs. (ag)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (ah)	Abbey Unit Tr. Mgrs. (ah)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (ai)	Abbey Unit Tr. Mgrs. (ai)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (aj)	Abbey Unit Tr. Mgrs. (aj)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (ak)	Abbey Unit Tr. Mgrs. (ak)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (al)	Abbey Unit Tr. Mgrs. (al)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (am)	Abbey Unit Tr. Mgrs. (am)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (an)	Abbey Unit Tr. Mgrs. (an)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (ao)	Abbey Unit Tr. Mgrs. (ao)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (ap)	Abbey Unit Tr. Mgrs. (ap)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (aq)	Abbey Unit Tr. Mgrs. (aq)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (ar)	Abbey Unit Tr. Mgrs. (ar)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (as)	Abbey Unit Tr. Mgrs. (as)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (at)	Abbey Unit Tr. Mgrs. (at)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (au)	Abbey Unit Tr. Mgrs. (au)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (av)	Abbey Unit Tr. Mgrs. (av)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (aw)	Abbey Unit Tr. Mgrs. (aw)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (ax)	Abbey Unit Tr. Mgrs. (ax)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (ay)	Abbey Unit Tr. Mgrs. (ay)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (az)	Abbey Unit Tr. Mgrs. (az)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (ba)	Abbey Unit Tr. Mgrs. (ba)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (bb)	Abbey Unit Tr. Mgrs. (bb)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (bc)	Abbey Unit Tr. Mgrs. (bc)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (bd)	Abbey Unit Tr. Mgrs. (bd)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (be)	Abbey Unit Tr. Mgrs. (be)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (bf)	Abbey Unit Tr. Mgrs. (bf)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (bg)	Abbey Unit Tr. Mgrs. (bg)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (bh)	Abbey Unit Tr. Mgrs. (bh)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (bi)	Abbey Unit Tr. Mgrs. (bi)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (bj)	Abbey Unit Tr. Mgrs. (bj)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (bk)	Abbey Unit Tr. Mgrs. (bk)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (bl)	Abbey Unit Tr. Mgrs. (bl)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (bm)	Abbey Unit Tr. Mgrs. (bm)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (bn)	Abbey Unit Tr. Mgrs. (bn)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (bo)	Abbey Unit Tr. Mgrs. (bo)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (bp)	Abbey Unit Tr. Mgrs. (bp)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (bq)	Abbey Unit Tr. Mgrs. (bq)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (br)	Abbey Unit Tr. Mgrs. (br)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (bs)	Abbey Unit Tr. Mgrs. (bs)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (bt)	Abbey Unit Tr. Mgrs. (bt)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (bu)	Abbey Unit Tr. Mgrs. (bu)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (bv)	Abbey Unit Tr. Mgrs. (bv)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (bw)	Abbey Unit Tr. Mgrs. (bw)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (bx)	Abbey Unit Tr. Mgrs. (bx)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (by)	Abbey Unit Tr. Mgrs. (by)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (bz)	Abbey Unit Tr. Mgrs. (bz)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (ca)	Abbey Unit Tr. Mgrs. (ca)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (cb)	Abbey Unit Tr. Mgrs. (cb)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (cc)	Abbey Unit Tr. Mgrs. (cc)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (cd)	Abbey Unit Tr. Mgrs. (cd)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (ce)	Abbey Unit Tr. Mgrs. (ce)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (cf)	Abbey Unit Tr. Mgrs. (cf)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (cg)	Abbey Unit Tr. Mgrs. (cg)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (ch)	Abbey Unit Tr. Mgrs. (ch)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (ci)	Abbey Unit Tr. Mgrs. (ci)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (cj)	Abbey Unit Tr. Mgrs. (cj)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (ck)	Abbey Unit Tr. Mgrs. (ck)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (cl)	Abbey Unit Tr. Mgrs. (cl)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (cm)	Abbey Unit Tr. Mgrs. (cm)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (cn)	Abbey Unit Tr. Mgrs. (cn)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (co)	Abbey Unit Tr. Mgrs. (co)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (cp)	Abbey Unit Tr. Mgrs. (cp)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (cq)	Abbey Unit Tr. Mgrs. (cq)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (cr)	Abbey Unit Tr. Mgrs. (cr)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (cs)	Abbey Unit Tr. Mgrs. (cs)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (ct)	Abbey Unit Tr. Mgrs. (ct)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (cu)	Abbey Unit Tr. Mgrs. (cu)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (cv)	Abbey Unit Tr. Mgrs. (cv)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (cw)	Abbey Unit Tr. Mgrs. (cw)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (cx)	Abbey Unit Tr. Mgrs. (cx)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (cy)	Abbey Unit Tr. Mgrs. (cy)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (cz)	Abbey Unit Tr. Mgrs. (cz)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (da)	Abbey Unit Tr. Mgrs. (da)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (db)	Abbey Unit Tr. Mgrs. (db)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (dc)	Abbey Unit Tr. Mgrs. (dc)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (dd)	Abbey Unit Tr. Mgrs. (dd)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (de)	Abbey Unit Tr. Mgrs. (de)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (df)	Abbey Unit Tr. Mgrs. (df)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (dg)	Abbey Unit Tr. Mgrs. (dg)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (dh)	Abbey Unit Tr. Mgrs. (dh)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (di)	Abbey Unit Tr. Mgrs. (di)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (dj)	Abbey Unit Tr. Mgrs. (dj)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (dk)	Abbey Unit Tr. Mgrs. (dk)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (dl)	Abbey Unit Tr. Mgrs. (dl)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (dm)	Abbey Unit Tr. Mgrs. (dm)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (dn)	Abbey Unit Tr. Mgrs. (dn)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (do)	Abbey Unit Tr. Mgrs. (do)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (dp)	Abbey Unit Tr. Mgrs. (dp)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (dq)	Abbey Unit Tr. Mgrs. (dq)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (dr)	Abbey Unit Tr. Mgrs. (dr)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (ds)	Abbey Unit Tr. Mgrs. (ds)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (dt)	Abbey Unit Tr. Mgrs. (dt)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (du)	Abbey Unit Tr. Mgrs. (du)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (dv)	Abbey Unit Tr. Mgrs. (dv)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (dw)	Abbey Unit Tr. Mgrs. (dw)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (dx)	Abbey Unit Tr. Mgrs. (dx)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (dy)	Abbey Unit Tr. Mgrs. (dy)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (dz)	Abbey Unit Tr. Mgrs. (dz)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (ea)	Abbey Unit Tr. Mgrs. (ea)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (eb)	Abbey Unit Tr. Mgrs. (eb)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (ec)	Abbey Unit Tr. Mgrs. (ec)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (ed)	Abbey Unit Tr. Mgrs. (ed)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (ee)	Abbey Unit Tr. Mgrs. (ee)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (ef)	Abbey Unit Tr. Mgrs. (ef)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (eg)	Abbey Unit Tr. Mgrs. (eg)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (eh)	Abbey Unit Tr. Mgrs. (eh)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (ei)	Abbey Unit Tr. Mgrs. (ei)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (ej)	Abbey Unit Tr. Mgrs. (ej)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (ek)	Abbey Unit Tr. Mgrs. (ek)	100.00	100.00	0.00	100.00	1.00
Abbey Unit Tr. Mgrs. (el)	Abbey Unit Tr. Mgrs. (el)	100.00	100.00	0.00		

ional
net
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1. General

AA Friendly Society
(Investment Mgt M & G Inc Mgt)
100 Main St, 2nd Floor, New York, NY 10038

Prop. Ser. 1	225.7	227
Equity Ser. 1	151.5	198
Prop. Acc. Ser. 2	300.9	316
Equity Ser. 2	167.6	176
Selective Acc.	505.1	323
Prop. Ser. 4	736.2	260

Financial Times Thursday, July 16, 1987

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LONDON SHARE SERVICE

[illegible][illegible][illegible]

LONDON SHARE SERVICE

AMERICANS—Continued[illegible]

CANADIANS

[illegible]

BANKS, HP & LEASING

[illegible]

BEERS, WINES & SPIRITS

643	217	Atari-Loco	646	+11	11.43	23	24	15.54
644	218	Atari-Loco	646	+11	10.45	23	24	15.54
645	219	Atari-Loco	646	+11	10.45	23	24	15.54
646	220	Atari-Loco	646	+11	10.45	23	24	15.54
647	221	Atari-Loco	646	+11	10.45	23	24	15.54
648	222	Atari-Loco	646	+11	10.45	23	24	15.54
649	223	Atari-Loco	646	+11	10.45	23	24	15.54
650	224	Atari-Loco	646	+11	10.45	23	24	15.54
651	225	Atari-Loco	646	+11	10.45	23	24	15.54
652	226	Atari-Loco	646	+11	10.45	23	24	15.54
653	227	Atari-Loco	646	+11	10.45	23	24	15.54
654	228	Atari-Loco	646	+11	10.45	23	24	15.54
655	229	Atari-Loco	646	+11	10.45	23	24	15.54
656	230	Atari-Loco	646	+11	10.45	23	24	15.54
657	231	Atari-Loco	646	+11	10.45	23	24	15.54
658	232	Atari-Loco	646	+11	10.45	23	24	15.54
659	233	Atari-Loco	646	+11	10.45	23	24	15.54
660	234	Atari-Loco	646	+11	10.45	23	24	15.54
661	235	Atari-Loco	646	+11	10.45	23	24	15.54
662	236	Atari-Loco	646	+11	10.45	23	24	15.54
663	237	Atari-Loco	646	+11	10.45	23	24	15.54
664	238	Atari-Loco	646	+11	10.45	23	24	15.54
665	239	Atari-Loco	646	+11	10.45	23	24	15.54
666	240	Atari-Loco	646	+11	10.45	23	24	15.54
667	241	Atari-Loco	646	+11	10.45	23	24	15.54
668	242	Atari-Loco	646	+11	10.45	23	24	15.54
669	243	Atari-Loco	646	+11	10.45	23	24	15.54
670	244	Atari-Loco	646	+11	10.45	23	24	15.54
671	245	Atari-Loco	646	+11	10.45	23	24	15.54
672	246	Atari-Loco	646	+11	10.45	23	24	15.54
673	247	Atari-Loco	646	+11	10.45	23	24	15.54
674	248	Atari-Loco	646	+11	10.45	23	24	15.54
675	249	Atari-Loco	646	+11	10.45	23	24	15.54
676	250	Atari-Loco	646	+11	10.45	23	24	15.54
677	251	Atari-Loco	646	+11	10.45	23	24	15.54
678	252	Atari-Loco	646	+11	10.45	23	24	15.54
679	253	Atari-Loco	646	+11	10.45	23	24	15.54
680	254	Atari-Loco	646	+11	10.45	23	24	15.54
681	255	Atari-Loco	646	+11	10.45	23	24	15.54
682	256	Atari-Loco	646	+11	10.45	23	24	15.54
683	257	Atari-Loco	646	+11	10.45	23	24	15.54
684	258	Atari-Loco	646	+11	10.45	23	24	15.54
685	259	Atari-Loco	646	+11	10.45	23	24	15.54
686	260	Atari-Loco	646	+11	10.45	23	24	15.54
687	261	Atari-Loco	646	+11	10.45	23	24	15.54
688	262	Atari-Loco	646	+11	10.45	23	24	15.54
689	263	Atari-Loco	646	+11	10.45	23	24	15.54
690	264	Atari-Loco	646	+11	10.45	23	24	15.54
691	265	Atari-Loco	646	+11	10.45	23	24	15.54
692	266	Atari-Loco	646	+11	10.45	23	24	15.54
693	267	Atari-Loco	646	+11	10.45	23	24	15.54
694	268	Atari-Loco	646	+11	10.45	23	24	15.54
695	269	Atari-Loco	646	+11	10.45	23	24	15.54
696	270	Atari-Loco	646	+11	10.45	23	24	15.54
697	271	Atari-Loco	646	+11	10.45	23	24	15.54
698	272	Atari-Loco	646	+11	10.45	23	24	15.54
699	273	Atari-Loco	646	+11	10.45	23	24	15.54
700	274	Atari-Loco	646	+11	10.45	23	24	15.54
701	275	Atari-Loco	646	+11	10.45	23	24	15.54
702	276	Atari-Loco	646	+11	10.45	23	24	15.54
703	277	Atari-Loco	646	+11	10.45	23	24	15.54
704	278	Atari-Loco	646	+11	10.45	23	24	15.54
705	279	Atari-Loco	646	+11	10.45	23	24	15.54
706	280	Atari-Loco	646	+11	10.45	23	24	15.54
707	281	Atari-Loco	646	+11	10.45	23	24	15.54
708	282	Atari-Loco	646	+11	10.45	23	24	15.54
709	283	Atari-Loco	646	+11	10.45	23	24	15.54
710	284	Atari-Loco	646	+11	10.45	23	24	15.54
711	285	Atari-Loco	646	+11	10.45	23	24	15.54
712	286	Atari-Loco	646	+11	10.45	23	24	15.54
713	287	Atari-Loco	646	+11	10.45	23	24	15.54
714	288	Atari-Loco	646	+11	10.45	23	24	15.54
715	289	Atari-Loco	646	+11	10.45	23	24	15.54
716	290	Atari-Loco	646	+11	10.45	23	24	15.54
717	291	Atari-Loco	646	+11	10.45	23	24	15.54
718	292	Atari-Loco	646	+11	10.45	23	24	15.54
719	293	Atari-Loco	646	+11	10.45	23	24	15.54
720	294	Atari-Loco	646	+11	10.45	23	24	15.54
721	295	Atari-Loco	646	+11	10.45	23	24	15.54
722	296	Atari-Loco	646	+11	10.45	23	24	15.54
723	297	Atari-Loco	646	+11	10.45	23	24	15.54
724	298	Atari-Loco	646	+11	10.45	23	24	15.54
725	299	Atari-Loco	646	+11	10.45	23	24	15.54
726	300	Atari-Loco	646	+11	10.45	23	24	15.54
727	301	Atari-Loco	646	+11	10.45	23	24	15.54
728	302	Atari-Loco	646	+11	10.45	23	24	15.54
729	303	Atari-Loco	646	+11	10.45	23	24	15.54
730	304	Atari-Loco	646	+11	10.45	23	24	15.54
731	305	Atari-Loco	646	+11	10.45	23	24	15.54
732	306	Atari-Loco	646	+11	10.45	23	24	15.54
733	307	Atari-Loco	646	+11	10.45	23	24	15.54
734	308	Atari-Loco	646	+11	10.45	23	24	15.54
735	309	Atari-Loco	646	+11	10.45	23	24	15.54
736	310	Atari-Loco	646	+11	10.45	23	24	15.54
737	311	Atari-Loco	646	+11	10.45	23	24	15.54
738	312	Atari-Loco	646	+11	10.45	23	24	15.54
739	313	Atari-Loco	646	+11	10.45	23	24	15.54
740	314	Atari-Loco	646	+11	10.45	23	24	15.54
741	315	Atari-Loco	646	+11	10.45	23	24	15.54
742	316	Atari-Loco	646	+11	10.45	23	24	15.54
743	317	Atari-Loco	646	+11	10.45	23	24	15.54
744	318	Atari-Loco	646	+11	10.45	23	24	15.54
745	319	Atari-Loco	646	+11	10.45	23	24	15.54
746	320	Atari-Loco	646	+11	10.45	23	24	15.54
747	321	Atari-Loco	646	+11	10.45	23	24	15.54
748	322	Atari-Loco	646	+11	10.45	23	24	15.54
749	323	Atari-Loco	646	+11	10.45	23	24	15.54
750	324	Atari-Loco	646	+11	10.45	23	24	15.54
751	325	Atari-Loco	646	+11	10.45	23	24	15.54
752	326	Atari-Loco	646	+11	10.45	23	24	15.54
753	327	Atari-Loco	646	+11	10.45	23	24	15.54
754	328	Atari-Loco	646	+11	10.45	23	24	15.54
755	329	Atari-Loco	646	+11	10.45	23	24	15.54
756	330	Atari-Loco	646	+11	10.45	23	24	15.54
757	331	Atari-Loco	646	+11	10.45	23	24	15.54
758	332	Atari-Loco	646	+11	10.45	23	24	15.54
759	333	Atari-Loco	646	+11	10.45	23	24	15.54
760	334	Atari-Loco	646	+11	10.45	23	24	15.54
761	335	Atari-Loco	646	+11	10.45	23	24	15.54
762	336	Atari-Loco	646	+11	10.45	23	24	15.54
763	337	Atari-Loco	646	+11	10.45	23	24	15.54
764	338	Atari-Loco	646	+11	10.45	23	24	15.54
765	339	Atari-Loco	646	+11	10.45	23	24	15.54
766	340	Atari-Loco	646	+11	10.45	23	24	15.54
767	341	Atari-Loco	646	+11	10.45	23	24	15.54
768	342	Atari-Loco	646	+11	10.45	23	24	15.54
769	343	Atari-Loco	646	+11	10.45	23	24	15.54
770	344	Atari-Loco	646	+11	10.45	23	24	15.54
771	345	Atari-Loco	646	+11	10.45	23	24	15.54
772	346	Atari-Loco	646	+11	10.45	23	24	15.54
773	347	Atari-Loco	646	+11	10.45	23	24	15.54
774	348	Atari-Loco	646	+11	10.45	23	24	15.54
775	349	Atari-Loco	646	+11	10.45	23	24	15.54
776	350	Atari-Loco	646	+11	10.45	23	24	15.54
777	351	Atari-Loco	646	+11	10.45	23	24	15.54
778	352	Atari-Loco	646	+11	10.45	23	24	15.54
779	353	Atari-Loco	646	+11	10.45	23	24	15.54
780	354	Atari-Loco	646	+11	10.45	23	24	15.54
781	355	Atari-Loco	646	+11	10.45	23	24	15.54
782	356	Atari-Loco	646	+11	10.45	23	24	15.54
783	357	Atari-Loco	646	+11	10.45	23	24	15.54
784	358	Atari-Loco	646	+11	10.45	23	24	15.54
785	359	Atari-Loco	646	+11	10.45	23	24	15.54
786	360	Atari-Loco	646	+11	10.45	23	24	15.54
787	361	Atari-Loco	646	+11	10.45	23	24	15.54
788	362	Atari-Loco	646	+11	10.45	23	24	15.54
789	363	Atari-Loco	646	+11	10.45	23	24	15.54
790	364	Atari-Loco	646	+11	10.45	23	24	15.54
791	365	Atari-Loco	646	+11	10.45	23	24	15.54
792	366	Atari-Loco	646	+11	10.45	23	24	15.54
793	367	Atari-Loco	646	+11	10.45	23	24	15.54
794	368	Atari-Loco	646	+11	10.45	23	24	15.54
795	369	Atari-Loco	646	+11	10.45	23	24	15.54
796	370	Atari-Loco	646	+11	10.45	23	24	15.54
797	371	Atari-Loco	646	+11	10.45	23	24	15.54
798	372	Atari-Loco	646	+11	10.45	23	24	15.54
799	373	Atari-Loco	646	+11	10.45	23	24	15.54
800	374	Atari-Loco	646	+11	10.45	23	24	15.54
801	375	Atari-Loco	646	+11	10.45	23		

BUILDING, TIMBER, ROAD

270	JAYCE Bob	433	+7	10.3	16	15.0
271	JAYNE John	433	+7	10.3	16	15.0
272	Jayson	433	+7	10.3	16	15.0
273	Jayson	433	+7	10.3	16	15.0
274	Jayson	433	+7	10.3	16	15.0
275	Jayson	433	+7	10.3	16	15.0
276	Jayson	433	+7	10.3	16	15.0
277	Jayson	433	+7	10.3	16	15.0
278	Jayson	433	+7	10.3	16	15.0
279	Jayson	433	+7	10.3	16	15.0
280	Jayson	433	+7	10.3	16	15.0
281	Jayson	433	+7	10.3	16	15.0
282	Jayson	433	+7	10.3	16	15.0
283	Jayson	433	+7	10.3	16	15.0
284	Jayson	433	+7	10.3	16	15.0
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300	Jayson	433	+7	10.3	16	15.0
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316	Jayson	433	+7	10.3	16	15.0
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318	Jayson	433	+7	10.3	16	15.0
319	Jayson	433	+7	10.3	16	15.0
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322	Jayson	433	+7	10.3	16	15.0
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325	Jayson	433	+7	10.3	16	15.0
326	Jayson	433	+7	10.3	16	15.0
327	Jayson	433	+7	10.3	16	15.0
328	Jayson	433	+7	10.3	16	15.0
329	Jayson	433	+7	10.3	16	15.0
330	Jayson	433	+7	10.3	16	15.0
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384	Jayson	433	+7	10.3	16	15.0
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386	Jayson	433	+7	10.3	16	15.0
387	Jayson	433	+7	10.3	16	15.0
388	Jayson	433	+7	10.3	16	15.0
389	Jayson	433	+7	10.3	16	15.0
390	Jayson	433	+7	10.3	16	15.0
391	Jayson	433	+7	10.3	16	15.0
392	Jayson	433	+7	10.3	16	15.0
393	Jayson	433	+7	10.3	16	15.0
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442	Jayson	433	+7	10.3	16	15.0
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446	Jayson	433	+7	10.3	16	15.0
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457	Jayson	433	+7	10.3	16	15.0
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461	Jayson	433	+7	10.3	16	15.0
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465	Jayson	433	+7	10.3	16	15.0
466	Jayson	433	+7	10.3	16	15.0
467	Jayson	433	+7	10.3	16	15.0
468	Jayson	433	+7	10.3	16	15.0
469	Jayson	433	+7	10.3	16	15.0
470	Jayson	433	+7	10.3	16	15.0
471	Jayson	433	+7	10.3	16	15.0
472	Jayson	433	+7	10.3	16	15.0
473	Jayson	433	+7	10.3	16	15.0
474	Jayson	433	+7	10.3	16	15.0
475	Jayson	433	+7	10.3	16	15.0
476	Jayson	433	+7	10.3	16	15.0
477	Jayson	433	+7	10.3	16	15.0
478	Jayson	433	+7	10.3	16	15.0
479	Jayson	433	+7	10.3	16	15.0
480	Jayson	433	+7	10.3	16	15.0
481	Jayson	433	+7	10.3	16	15.0
482	Jayson	433	+7	10.3	16	15.0
483	Jayson	433				

BUILDING, TIMBER, ROADS—Cont

[illegible]

CHEMICALS, PLASTICS

[illegible]

DRAPERY AND STORES

[illegible]**DRAPERY AND STORES—Cont.**

1987											
High	Low	Stock	Price	+ or -	Dts	Div	Yld	Ex	PR		
270	73	Marshall (L. W.)	270	+10	1.0	0.9	0.5				
340	255	Winnebago	340	+5	2.5	5.1	1.0	26			
127	115	Old. Stage Ship Co. L.	127		05.5%		14.8				
315	193	Winifred	303	+5	2.5	0.3	1.1				
260	148	Winifred Oil Exp. 100	258		13.25	2.0	17	34			
139	68	Winifred Oil Exp. 100	126	-4	2.0	0.2	22				
191	80	Winifred Oil Exp. 100	177	-2	08.2	1.5	29	32			
467	340	Winifred Oil Exp. 100	411	-14	0.0	2.7	27	17			
1206	1155	Winifred Oil Exp. 100	1189		8.4%	4.5					
135	122	Winifred Oil Exp. 100	135	+2	13.0	3.3					

ELECTRICALS

37	352	BAE Electronic	401	11	10.0	18	32	11	11
38	353	BAE Systems	401	12	1.3	3	24	11	11
39	354	BAE Systems	401	13	1.3	3	24	11	11
40	355	BAE Systems	401	14	1.3	3	24	11	11
41	356	BAE Systems	401	15	1.3	3	24	11	11
42	357	BAE Systems	401	16	1.3	3	24	11	11
43	358	BAE Systems	401	17	1.3	3	24	11	11
44	359	BAE Systems	401	18	1.3	3	24	11	11
45	360	BAE Systems	401	19	1.3	3	24	11	11
46	361	BAE Systems	401	20	1.3	3	24	11	11
47	362	BAE Systems	401	21	1.3	3	24	11	11
48	363	BAE Systems	401	22	1.3	3	24	11	11
49	364	BAE Systems	401	23	1.3	3	24	11	11
50	365	BAE Systems	401	24	1.3	3	24	11	11
51	366	BAE Systems	401	25	1.3	3	24	11	11
52	367	BAE Systems	401	26	1.3	3	24	11	11
53	368	BAE Systems	401	27	1.3	3	24	11	11
54	369	BAE Systems	401	28	1.3	3	24	11	11
55	370	BAE Systems	401	29	1.3	3	24	11	11
56	371	BAE Systems	401	30	1.3	3	24	11	11
57	372	BAE Systems	401	31	1.3	3	24	11	11
58	373	BAE Systems	401	32	1.3	3	24	11	11
59	374	BAE Systems	401	33	1.3	3	24	11	11
60	375	BAE Systems	401	34	1.3	3	24	11	11
61	376	BAE Systems	401	35	1.3	3	24	11	11
62	377	BAE Systems	401	36	1.3	3	24	11	11
63	378	BAE Systems	401	37	1.3	3	24	11	11
64	379	BAE Systems	401	38	1.3	3	24	11	11
65	380	BAE Systems	401	39	1.3	3	24	11	11
66	381	BAE Systems	401	40	1.3	3	24	11	11
67	382	BAE Systems	401	41	1.3	3	24	11	11
68	383	BAE Systems	401	42	1.3	3	24	11	11
69	384	BAE Systems	401	43	1.3	3	24	11	11
70	385	BAE Systems	401	44	1.3	3	24	11	11
71	386	BAE Systems	401	45	1.3	3	24	11	11
72	387	BAE Systems	401	46	1.3	3	24	11	11
73	388	BAE Systems	401	47	1.3	3	24	11	11
74	389	BAE Systems	401	48	1.3	3	24	11	11
75	390	BAE Systems	401	49	1.3	3	24	11	11
76	391	BAE Systems	401	50	1.3	3	24	11	11
77	392	BAE Systems	401	51	1.3	3	24	11	11
78	393	BAE Systems	401	52	1.3	3	24	11	11
79	394	BAE Systems	401	53	1.3	3	24	11	11
80	395	BAE Systems	401	54	1.3	3	24	11	11
81	396	BAE Systems	401	55	1.3	3	24	11	11
82	397	BAE Systems	401	56	1.3	3	24	11	11
83	398	BAE Systems	401	57	1.3	3	24	11	11
84	399	BAE Systems	401	58	1.3	3	24	11	11
85	400	BAE Systems	401	59	1.3	3	24	11	11
86	401	BAE Systems	401	60	1.3	3	24	11	11
87	402	BAE Systems	401	61	1.3	3	24	11	11
88	403	BAE Systems	401	62	1.3	3	24	11	11
89	404	BAE Systems	401	63	1.3	3	24	11	11
90	405	BAE Systems	401	64	1.3	3	24	11	11
91	406	BAE Systems	401	65	1.3	3	24	11	11
92	407	BAE Systems	401	66	1.3	3	24	11	11
93	408	BAE Systems	401	67	1.3	3	24	11	11
94	409	BAE Systems	401	68	1.3	3	24	11	11
95	410	BAE Systems	401	69	1.3	3	24	11	11
96	411	BAE Systems	401	70	1.3	3	24	11	11
97	412	BAE Systems	401	71	1.3	3	24	11	11
98	413	BAE Systems	401	72	1.3	3	24	11	11
99	414	BAE Systems	401	73	1.3	3	24	11	11
100	415	BAE Systems	401	74	1.3	3	24	11	11
101	416	BAE Systems	401	75	1.3	3	24	11	11
102	417	BAE Systems	401	76	1.3	3	24	11	11
103	418	BAE Systems	401	77	1.3	3	24	11	11
104	419	BAE Systems	401	78	1.3	3	24	11	11
105	420	BAE Systems	401	79	1.3	3	24	11	11
106	421	BAE Systems	401	80	1.3	3	24	11	11
107	422	BAE Systems	401	81	1.3	3	24	11	11
108	423	BAE Systems	401	82	1.3	3	24	11	11
109	424	BAE Systems	401	83	1.3	3	24	11	11
110	425	BAE Systems	401	84	1.3	3	24	11	11
111	426	BAE Systems	401	85	1.3	3	24	11	11
112	427	BAE Systems	401	86	1.3	3	24	11	11
113	428	BAE Systems	401	87	1.3	3	24	11	11
114	429	BAE Systems	401	88	1.3	3	24	11	11
115	430	BAE Systems	401	89	1.3	3	24	11	11
116	431	BAE Systems	401	90	1.3	3	24	11	11
117	432	BAE Systems	401	91	1.3	3	24	11	11
118	433	BAE Systems	401	92	1.3	3	24	11	11
119	434	BAE Systems	401	93	1.3	3	24	11	11
120	435	BAE Systems	401	94	1.3	3	24	11	11
121	436	BAE Systems	401	95	1.3	3	24	11	11
122	437	BAE Systems	401	96	1.3	3	24	11	11
123	438	BAE Systems	401	97	1.3	3	24	11	11
124	439	BAE Systems	401	98	1.3	3	24	11	11
125	440	BAE Systems	401	99	1.3	3	24	11	11
126	441	BAE Systems	401	100	1.3	3	24	11	11
127	442	BAE Systems	401	101	1.3	3	24	11	11
128	443	BAE Systems	401	102	1.3	3	24	11	11
129	444	BAE Systems	401	103	1.3	3	24	11	11
130	445	BAE Systems	401	104	1.3	3	24	11	11
131	446	BAE Systems	401	105	1.3	3	24	11	11
132	447	BAE Systems	401	106	1.3	3	24	11	11
133	448	BAE Systems	401	107	1.3	3	24	11	11
134	449	BAE Systems	401	108	1.3	3	24	11	11
135	450	BAE Systems	401	109	1.3	3	24	11	11
136	451	BAE Systems	401	110	1.3	3	24	11	11
137	452	BAE Systems	401	111	1.3	3	24	11	11
138	453	BAE Systems	401	112	1.3	3	24	11	11
139	454	BAE Systems	401	113	1.3	3	24	11	11
140	455	BAE Systems	401	114	1.3	3	24	11	11
141	456	BAE Systems	401	115	1.3	3	24	11	11
142	457	BAE Systems	401	116	1.3	3	24	11	11
143	458	BAE Systems	401	117	1.3	3	24	11	11
144	459	BAE Systems	401	118	1.3	3	24	11	11
145	460	BAE Systems	401	119	1.3	3	24	11	11
146	461	BAE Systems	401	120	1.3	3	24	11	11
147	462	BAE Systems	401	121	1.3	3	24	11	11
148	463	BAE Systems	401	122	1.3	3	24	11	11
149	464	BAE Systems	401	123	1.3	3	24	11	11
150	465	BAE Systems	401	124	1.3	3	24	11	11
151	466	BAE Systems	401	125	1.3	3	24	11	11
152	467	BAE Systems	401	126	1.3	3	24	11	11
153	468	BAE Systems	401	127	1.3	3	24	11	11
154	469	BAE Systems	401	128	1.3	3	24	11	11
155	470	BAE Systems	401	129	1.3	3	24	11	11
156	471	BAE Systems	401	130	1.3	3	24	11	11
157	472	BAE Systems	401	131	1.3	3	24	11	11
158	473	BAE Systems	401	132	1.3	3	24	11	11
159	474	BAE Systems	401	133	1.3	3	24	11	11
160	475	BAE Systems	401	134	1.3	3	24	11	11
161	476	BAE Systems	401	135	1.3	3	24	11	11
162	477	BAE Systems	401	136	1.3	3	24	11	11
163	478	BAE Systems	401	137	1.3	3	24	11	11
164	479	BAE Systems	401	138	1.3	3	24	11	11
165	480	BAE Systems	401	139	1.3	3	24	11	11
166	481	BAE Systems	401	140	1.3	3	24	11	11
167	482	BAE Systems	401	141	1.3	3	24	11	11
168	483	BAE Systems	401	142	1.3	3	24	11	11
169	484	BAE Systems	401	143	1.3	3	24	11	11
170	485	BAE Systems	401	144	1.3	3	24	11	11
171	486	BAE Systems	401	145	1.3	3	24	11	11
172	487	BAE Systems	401	146	1.3	3	24	11	11
173	488	BAE Systems	401	147	1.3	3	24	11	11
174	489	BAE Systems	401	148	1.3	3	24	11	11
175	490	BAE Systems	401	149	1.3	3	24	11	11
176	491	BAE Systems	401	150	1.3	3	24	11	11
177	492	BAE Systems	401	151	1.3	3	24	11	11
178	493	BAE Systems	401	152	1.3	3	24	11	11
179	494	BAE Systems	401	153	1.3	3	24	11	11
180	495	BAE Systems	401	154	1.3	3	24	11	11
181	496	BAE Systems	401	155	1.3	3	24	11	11
182	497	BAE Systems	401	156	1.3	3	24	11	11
183	498	BAE Systems	401	157	1.3	3	24	11	11
184	499	BAE Systems	401	158	1.3	3	24	11	11
185	500	BAE Systems	401	159	1.3	3	24	11	11
186	501	BAE Systems	401	160	1.3	3	24	11	11
187	502	BAE Systems	401	161	1.3	3	24	11	11
188	503	BAE Systems	401	162	1.3	3	24	11	11
189	504	BAE Systems	401	163	1.3	3	24	11	11
190	505	BAE Systems	401	164	1.3	3	24	11	11
191	506	BAE Systems	401	165	1.3	3	24	11	11
192	507	BAE Systems	401	166	1.3	3	24	11	11
193	508	BAE Systems	401	167	1.3	3	24	11	11
194	509	BAE Systems	401	168	1.3	3	24	11	11
195	510	BAE Systems	401	169	1.3				

ENGINEERING—Continued

[illegible]**FOOD, GROCERIES, ETC**[illegible]

HOTELS AND CATERERS

397	41	Midwestern S. Co.	281	2.2	0	37	0	0	0
398	159	Prudential Home Ins.	289	2.2	0	4	0	0	0
399	10	Prudential Ins. Co.	290	2.2	0	0	0	0	0
400	439	Gen. Motors S.	571	70	120.50	24	12	0	0
401	10	General Electric	572	0.00	0	0	0	0	0
402	10	General Electric	573	0.00	0	0	0	0	0
403	225	Gen. Electric	574	0.00	0	0	0	0	0
404	225	Gen. Electric	575	0.00	0	0	0	0	0
405	144	Gen. Electric	576	0.00	0	0	0	0	0
406	144	Gen. Electric	577	0.00	0	0	0	0	0
407	144	Gen. Electric	578	0.00	0	0	0	0	0
408	144	Gen. Electric	579	0.00	0	0	0	0	0
409	144	Gen. Electric	580	0.00	0	0	0	0	0
410	144	Gen. Electric	581	0.00	0	0	0	0	0
411	144	Gen. Electric	582	0.00	0	0	0	0	0
412	144	Gen. Electric	583	0.00	0	0	0	0	0
413	144	Gen. Electric	584	0.00	0	0	0	0	0
414	144	Gen. Electric	585	0.00	0	0	0	0	0
415	144	Gen. Electric	586	0.00	0	0	0	0	0
416	144	Gen. Electric	587	0.00	0	0	0	0	0
417	144	Gen. Electric	588	0.00	0	0	0	0	0
418	144	Gen. Electric	589	0.00	0	0	0	0	0
419	144	Gen. Electric	590	0.00	0	0	0	0	0
420	144	Gen. Electric	591	0.00	0	0	0	0	0
421	144	Gen. Electric	592	0.00	0	0	0	0	0
422	144	Gen. Electric	593	0.00	0	0	0	0	0
423	144	Gen. Electric	594	0.00	0	0	0	0	0
424	144	Gen. Electric	595	0.00	0	0	0	0	0
425	144	Gen. Electric	596	0.00	0	0	0	0	0
426	144	Gen. Electric	597	0.00	0	0	0	0	0
427	144	Gen. Electric	598	0.00	0	0	0	0	0
428	144	Gen. Electric	599	0.00	0	0	0	0	0
429	144	Gen. Electric	600	0.00	0	0	0	0	0
430	144	Gen. Electric	601	0.00	0	0	0	0	0
431	144	Gen. Electric	602	0.00	0	0	0	0	0
432	144	Gen. Electric	603	0.00	0	0	0	0	0
433	144	Gen. Electric	604	0.00	0	0	0	0	0
434	144	Gen. Electric	605	0.00	0	0	0	0	0
435	144	Gen. Electric	606	0.00	0	0	0	0	0
436	144	Gen. Electric	607	0.00	0	0	0	0	0
437	144	Gen. Electric	608	0.00	0	0	0	0	0
438	144	Gen. Electric	609	0.00	0	0	0	0	0
439	144	Gen. Electric	610	0.00	0	0	0	0	0
440	144	Gen. Electric	611	0.00	0	0	0	0	0
441	144	Gen. Electric	612	0.00	0	0	0	0	0
442	144	Gen. Electric	613	0.00	0	0	0	0	0
443	144	Gen. Electric	614	0.00	0	0	0	0	0
444	144	Gen. Electric	615	0.00	0	0	0	0	0
445	144	Gen. Electric	616	0.00	0	0	0	0	0
446	144	Gen. Electric	617	0.00	0	0	0	0	0
447	144	Gen. Electric	618	0.00	0	0	0	0	0
448	144	Gen. Electric	619	0.00	0	0	0	0	0
449	144	Gen. Electric	620	0.00	0	0	0	0	0

INDUSTRIALS (Miscel.

3967	Low	Stock	Price		Yr	68%	Yr	68%
336	41	BAF Inc. 7 1/2	335	+20	2.5	47	12	0
337	160	BAF Inc. 7 1/2	450		0.00	0	0	0
338	160	BAF Inc. 7 1/2	450		0.00	0	0	0
430	210	ARC RES 25 1/2	281	+7	6.75	08	34	0
431	210	ARC RES 25 1/2	281	+7	6.75	08	34	0
432	210	ARC RES 25 1/2	281	+7	6.75	08	34	0
433	210	ARC RES 25 1/2	281	+7	6.75	08	34	0
434	210	ARC RES 25 1/2	281	+7	6.75	08	34	0
435	210	ARC RES 25 1/2	281	+7	6.75	08	34	0
436	210	ARC RES 25 1/2	281	+7	6.75	08	34	0
437	210	ARC RES 25 1/2	281	+7	6.75	08	34	0
438	210	ARC RES 25 1/2	281	+7	6.75	08	34	0
439	210	ARC RES 25 1/2	281	+7	6.75	08	34	0
440	210	ARC RES 25 1/2	281	+7	6.75	08	34	0
441	210	ARC RES 25 1/2	281	+7	6.75	08	34	0
442	210	ARC RES 25 1/2	281	+7	6.75	08	34	0
443	210	ARC RES 25 1/2	281	+7	6.75	08	34	0
444	210	ARC RES 25 1/2	281	+7	6.75	08	34	0
445	210	ARC RES 25 1/2	281	+7	6.75	08	34	0
446	210	ARC RES 25 1/2	281	+7	6.75	08	34	0
447	210	ARC RES 25 1/2	281	+7	6.75	08	34	0
448	210	ARC RES 25 1/2	281	+7	6.75	08	34	0
449	210	ARC RES 25 1/2	281	+7	6.75	08	34	0
450	210	ARC RES 25 1/2	281	+7	6.75	08	34	0

INDUSTRIALS—Continued

[illegible]

INDUSTRIALS—Continued

[illegible]

55	+Sharp & Law 10p	290	
70	+Sheldon Jones	93	+2
75	Shish	390	

[illegible]

هكذا من الأصل

MINES—Continued

Stock	Price	% chg
Argem Exp & Minerals	62 1/2	
Blackstone Mines N.L. 20c	56	
W&A Kolgoport 25c	48	+6
Western Gold 25c	42	+10
Wheat Impex 20c	250	+20
W&M Minerals N.L.	59 1/2	+1
Windsor Res Ltd	490	+30
Windsor Ocean Res	56	
Windsor Pacific N.L.	6	
Winnipeg Gold 20c	29	+1
Winn. 30c	38	
Wison Mining 20c	109	
Windsor Mines	56	
W&M N.L.	120	+2
W&M Mines 20c	38	
W&O Gold 51c	42	+2
Wicks Res N.L. 25c	42	
W&M 25c	51	
W&M Ex 50c	79	

Wilmot Manor 50c	598	-5
Wilmot Manor 20c	65	+2
WIMM Higgs 50c	119	+3
Wilmot Manor Exp 25c	51	-12
Wilmot Sec. 25c	34	
Wilmot Burgess 20c	37	+2
Wormandy Res NL	160	+10
W North B Hill 50c	149	+3
Wth. Kalguri	731	+4
Woolbridge 50c	26	

Porter Exptl. NL	33	+2
PPan Amr. Mining 25c	175
PPanconit 125c	168
PParagon Resources NL	47
Paragon Mngt Exp 50c	235	+15
PPetro-Walsh 50c	241
PPetrol Res. NL	43
PPortman Mining	19	+1
PPower Resources Gold	47	+1
PPregit Mining 20c	49
PPrezon 50c	479	+18
PPrimrose Exptl. NL	22	-1
PProducts Goldfield	578	-7
PProfit Southern Pacific	26
PProfit Southern Pac.	116

7 Southern Ventures 25c	37
8 Sources East 1	18	+1
9 SW on Res 20c	16
10 Thayer, Mining 25c	43	-2
11 Utah Goldfields 11	104	+4
12 West Coast 25c	29
13 Western, Mining 50c	332	+5
14 Western Creek 20c	498	-17
15 Winton Res 10c	69

Tins		
1 Ayer Htmam \$4M1	100	-3
2 Greener	108	-5
3 Gopeng Berhad NSD 50	60
4 Lantier 12 1/2 p	195	+10

Malaysia S.M. 10c	73	
Pezizing S.M.	105	
Sungai Ber. S.M.	110	
Tanjong 15c	120	
French S.M.	170	
Miscellaneous		
Anglo-Dominion	106	
W.C. Co. Res. Corp.	52	-2
East. Murch. 10c	277	+1
2-Emmett, lat. 170p.	59	+1
Greenwich Rd.	315	+31
Herald Gold Mines	412	+4
Highland Res.	258	+17
Homeless Mining S.	222	

Stock	Price	+ -	D M
Abertson Group 10b...	475	
Abertson Am Pet 10b...	37	+4	
Allied Res. Brokers...	120	

Audacorp's Energy Inc.	86	
Auriferous Pkt. 'A'	13	+4
Catalyst Commerce Sp.	47	+2
Chelsea Artworks Sp.	173	
Comarc Group Sp.		
Cortem Beach 10p.	136	-5
Crown Eggless Sp.	165	
Endorsing Investments	278	-2
Englinton Oil Int. Sp.	28	-2
Dr. Warrant	17	+1
Publicizing Hldgs. Sp.	81	+4
Therme Holdings	83	-3
Uniac Group	240	

NOTES

Prices indicated, prices and net dividends are 25p. Estimated price/earnings ratios are annual reports and accounts and half-yearly figures. P/E's are calculated on a share basis computed on pro forma basis where applicable; bracketed figures are difference if calculated on "full" distribution; this compares a company's earnings, excluding exceptional profits, to its distributable ACT. Yields are based on ACT of 27 per cent and allow for dividends.

Stock', and Lows marked thus have been adjusted for cash.
n since increased or resumed.
n since reduced, passed or deferred.
ee to non-residents on application.
s or report awaited.
ically UK listed; dealings permitted u
not listed on Stock Exchange and com
degree of regulation as listed securiti
in under Rule 535(3).
at time of suspension.
dent dividend after pending scrip and/
to previous dividend or forecast.
to bid re-conversion in a company

(b) **Dividend:** reduced final and/or reduced interim dividend; cover on earnings update
 (c) **Conversion:** allows for conversion of shares not now convertible only for restricted dividend.
 (d) **Call:** does not allow for shares which may also be due. No P/E ratio usually provided.
 (e) **Yield:** Y value.
 (f) **Rate:** all francs. Fr. French francs. $\frac{1}{100}$ Yield.
 (g) **Rate:** Rate stays unchanged until maturity.
 (h) **Figures:** based on prospectus or other source.
 (i) **Dividend:** dividend rate paid or payable on part of or on full capital. e. Redemption yield. f

yield. i Assumed dividend and yield based on capital sources. k Kenya. l Rights issue pending. o Earnings per share. p Dividend and yield exclude a special dividend. q Dividend relates to previous dividend. P/E ratio. r Forecast, or estimated annual earnings. s Based on previous year's earnings. u \$50 million. v Recover in excess of 100 times. y Dividend cover. z Dividend and yield include a special dividend. A Net cash flow. B Cash dividend passed or deferred. C Net cash flow. F Dividend and yield based on prospective earnings. G Dividend and yield based on 1986-87. H Assumed dividend and yield based on rights issue. M Dividend and yield based on 1986-87. N Dividend and yield based on rights estimates for 1986. K Dividend

REGIONAL & IRISH: This section contains a selection of Regional and Irish

Op	90	Fin. 13% 9700
5p	£20	Amotts
5p	126	CPI Higgs
5p	990	Comp Int
	133	+5
IRISH		
1988	£1004	
1989	£984	
		Debtan Gas
		Hall (R. & H.)
		Heaton Higgs
		Irish Ropes
		Undare

TRADITIONAL OP

3-month call rates		
	%	
NEI	40	NEI
Nat West Bk	20	Nat West Bk
P & O Bldg	55	P & O Bldg
Pittsby	45	Pittsby
Polly Peck	17	Polly Peck
Racal Elect	30	Racal Elect
RHM	19	RHM
Rank Org Gr	52	Rank Org Gr
Reed Intnl	50	Reed Intnl
STC	50	STC
Sears	25	Sears
TI	50	TI
TSS	55	TSS
Toshiba		Toshiba

Cam.....	32	Tham EMI.....	35
Can.....	35	Trust House.....	22
Can.....	35	Turner News.....	40
Can.....	35	Unilever.....	40
Can.....	35	Vickers.....	35
Can.....	35	Welcome.....	50
Can.....	35	Property.....	95
Can.....	24	Brit Land.....	200
Can.....	55	Land Secur.....	55
Can.....	175	MEPC.....	90
Can.....	30	Peechey.....	30
Can.....	30	Qila.....	30
Can.....	15	Brit Petroleum.....	50
Can.....	15	Britoil.....	50
Can.....	15	Burmah Oil.....	15

129	Charterhall
32	Premier
40	Sheil
32	Tricentrol
45	Ultramar
50	Mines
62	Corn. Gold
22	Lorha
55	Rio T Zinc
35	

selection of Options traded is g
London Stock Exchange Repor

Pound's strength gives final boost to Government bonds and blue chip equities

[illegible][illegible]

WORLD STOCK MARKETS

AUSTRIA				GERMANY				SPAIN				AUSTRALIA (Continued)				JAPAN (Continued)			
July 15	Price	±		July 15	Price	±		July 15	Price	±		July 15	Price	±		July 15	Price	±	
Creditanstalt	1950	+20		AEG	514.5	+0.5		Barco Bilbao	1240.00	+10		New	20.1	-0.1		Nippon Sella	570	+10	
Erstbank	1700	+10		Alte Bank	345.00	+0.5		Barco Banco	1009.00	-11		Norfolk Pacific	4.15	+0.15		Nippon Sella	1320	+10	
Industriell	1700	+10		Alte Bank	345.00	+0.5		Barco Banco	1009.00	-11		Norfolk Pacific	4.15	+0.15		Nippon Sella	1320	+10	
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CANADA

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NEW YORK-DOW JONES

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OVER-THE-COUNTER Nasdaq national market, closing prices

[illegible]

LONDON Chief price changes
(In pence unless otherwise indicated)

RISKS:			Marneux.....58 + 10			Tele Rentals.....332 + 22		
Abbey Life.....297 + 14			Mercantile House.....488 + 31			Trafalgar House.....429 + 14		
Airl. Streaml.....213 + 23			Morgan Grenfell.....481 + 13			Trimoco.....83 + 6		
Baynes (Charles).....270 + 30			NatWest Bank.....770 + 22			United Scientific.....314 + 17		
Beecham.....569 + 11			Oliver Ras.....85 + 7			FALLS:		
Blue Arrow.....979 +106			Pentland.....270 + 16			Ball Aerospace.....530 - 12		
			Phicom.....97 + 11			Eurotherm.....479 - 22		
			Polly Peck.....331½ + 1½			Mersey Dock Units.....27 - 28		

N. AMERICAN QUARTERLY RESULTS

AMERITECH Banking		CORESTATES FINANCIAL Banking, financial services		NASBI Banking		TELEPHONE National holding company		
Second quarter		Second quarter		Second quarter		Second quarter		
1987	1986	1987	1986	1987	1986	1987	1986	
\$	\$	\$	\$	\$	\$	\$	\$	
Revenues	2.24	2.24	Net income	34.86	44.70	Revenues	781.55	833.89
Net income	275.51	234.81	Net per share	0.96	0.83	Net income	58	58.88
Net per share	1.96	1.96	Six months			Net per share	4.95	4.98
Six months			Net income	72.91	69.50	Six months		
Revenues	4.670	4.640	Net per share	1.88	1.79	Revenues	1,600	1,640
Net income	504.88	559.59				Net income	128.50	123.70
Net per share	3.93	3.91				Net per share	11.01	10.43
BANK OF NEW YORK Banking		FEDERAL EXPRESS Courier service		NASHKIA Electronics		TIME Diversified media		
Second quarter		Fourth quarter		Second quarter		Second quarter		
1987	1986	1987	1986	1987	1986	1987	1986	
\$	\$	\$	\$	\$	\$	\$	\$	
Net income	94.3	37.1	Revenues	869.71	715.71	Revenues	1,040	948
Net per share	1.10	1.10	Net income	36.28	29.67	Net income	1.00	0.88
Six months			Net per share	0.74	0.74	Six months		
Net income	12.1	79.91	Yes			Net per share	1.30	0.98
Net per share	0.29	2.30	Revenues	3.180	2,970	Revenues	1,980	1,820
Net income	1155	1155	Net income	56.50	131.80	Net income	124	111
Net per share	1.155	1.155	Net per share	1.17	1.94	Net per share	2.08	1.76
COMERICA Banking		FEDERAL NATIONAL MORTGAGE Mortgage lender		RAINIER BANCORP Banking		US BANCORP Banking		
Second quarter		Second quarter		Second quarter		Second quarter		
1987	1986	1987	1986	1987	1986	1987	1986	
\$	\$	\$	\$	\$	\$	\$	\$	
Assets	9,830	9,830	Net income	620	475	Assets	21.70	20.20
Net income	2.17	13.71	Net per share	0.75	0.63	Net income	0.70	0.76
Net per share	0.10	1.21	Six months			Six months		
Six months			Net income	116.40	81.80	Net income	42	38
Net income	22.2	26.70	Net per share	1.17	1.17	Net per share	3.40	3.40

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Continued on Page 37

FINANCIAL TIMES

WORLD STOCK MARKETS

AMERICA

Foreign buying offsets poor trade figures

WALL STREET

FIGHTING against the downward pull of bond and foreign exchange markets hit hard by bad trade figures, Wall Street stock prices managed to post small gains to record levels yesterday, writes Roderick Oram in New York.

Bonds fell more than one point and the dollar dropped Y2 in intense trading on news of a far larger-than-expected US trade deficit in May.

Stocks were upset briefly by the mayhem in other markets and the Dow Jones industrial average fell some 15 points in early trading. It pulled back with the help of strong foreign investor buying and unfavourable hopes for a prime rate cut.

The Dow industrial index closed up 2.39 points at 2,483.74, its second record day running. It was, however, some 12 points below its best showing of the morning which indicated investors' wariness over the day's events.

But the broader market performed worse, leaving the Standard & Poor's 500 index down 0.28 at 310.42 and the New York Stock Exchange composite index off 0.09 at 174.58. NYSE volume was heavy at 203m shares with declining issues just edging ahead of those rising by 759 to 728.

Trade figures aside, news of second-quarter profits continued to influence stock prices. Among companies reporting higher earnings, Coca-Cola was up 5% to \$45, ITT gained 5% to \$82 and Time added 5% to \$101.

International Paper, off 5% to \$47.4, and Boise Cascade, down 5% to \$71.4, both turned in smaller-than-forecast increases in profits. Forest product companies have been one of the strongest market sectors this year thanks to the rebound in their earnings from year earlier levels.

Other stocks in the sector were affected by the disappointing results. Weyerhaeuser edged down 5% to \$50.4, Bowater slipped 5% to \$35.6, Champion was off 5% to \$35.6, Great Northern Nekeosa gave up 5% to \$43.4 and Georgia Pacific fell 5% to \$41.4.

AMR fell 5% to \$59. The parent of American Airlines reported second-quarter profits of \$1.51 a share against \$2.23. The prospect of lower profits and higher fuel prices held

back its competitors as well. NWA was off 5% to \$67.4, USAir lost 5% to \$46.4, Texas Air gave up 5% to \$34.4 and Delta Air Lines lost 5% to \$55.4 although Trans World edged up 5% to \$29.4.

Consolidated Rail added 5% to \$33.4. The previously government-owned railway holding company which was privatised this spring in one of the largest ever US initial share offerings reported second-quarter profits of \$1.04 against \$1.61 a year earlier.

Credit markets failed to recover from the shock of the trade figures and the price of the 8.75 per cent benchmark Treasury long bond ended the day down 1 1/2 of a point at 101 1/2 yielding 8.60 per cent.

Bond and foreign exchange traders had grown increasingly optimistic on Tuesday afternoon that the deficit would be as low as \$11bn compared with earlier forecasts of about \$12bn and a shortfall of \$13.3bn in April.

Little comfort was taken from the fact that much of the increase to \$14.4bn in May was due to oil imports inflated by the sharp rise in prices. The underlying trend of exports and imports continues to show little improvement.

Despite the sharp jump in bond interest rates, short-term yields held their ground. The bond equivalent yield on three-month Treasury bills was unchanged at 5.70 per cent. Bank short-term rates were mixed and the Fed funds rate was comfortable at 8 1/2 per cent.

With short-term rates continuing relatively soft, hopes are rising for a cut in banks' prime lending rate to 8 per cent from 8 1/2 per cent. But based on the current cost of banks' funds, the case for a cut is still in the balance.

CANADA

BRISK trading saw resource shares leading Toronto higher. Despite weakness on Wall Street, most major groups joined the rally, paced by metals and mines.

Inco was active, rising 3% to C\$28.4, Alcan gained 3% to C\$46 and Cominco was unchanged at C\$19.4.

Higher crude futures in New York pushed oil issues higher. Bank shares failed to follow the trend but gold issues advanced on better bullion prices.

SOUTH AFRICA

THE STRONG rise in gold shares continued in Johannesburg in line with the bullion price which gained sharply in response to the latest US trade figures. The overall market index climbed 39 to another record high of 2,507.

Among the golds, Randfontein added R10 to R425 despite its poor quarterly results. Buffelsfontein

gained R1.50 to R72 and Grootvlei was up 75 cents at R18.75.

Mining financials saw Anglo American gaining R2 to R85.75.

Elsewhere in the mining sector, Impala Platinum was up R2 at R51.50, Rustenburg Platinum added R1.38 to R58 and De Beers gained 75 cents to R46.

Damp July whets Swedish appetite for shares

JULY SHOULD be the month when a deadly hush hits the Stockholm stock exchange as investors flee to their stugas (Swedish country cottages) to enjoy the long daylight hours and fleeing summer warmth.

However, temperamental weather has put an end to that, and those investors confined indoors by sudden cloudbursts have resorted to playing the market. Shares have shot up over the past few days reaching a succession of all-time highs.

The Affars Vaeriden general index rose 1 per cent yesterday and closed at 849.3, having started the month at the 800 mark. The Veckans Affarsvare total index reached an all-time high of 1,054.5 on Wednesday, up 2.3 per cent since last Thursday and 17 per cent since the beginning of the year.

Daily turnover has topped SKr 300m (\$47m), which is considered high for July, but brokers complain that as most of the institutions are on holiday there are

few block trades. It is private investors who are buying, mostly in dribs and drabs.

The savings and commercial banks have had more money to place in the market as small savers rushed to put their money in the "Alliansensfonderna" or tax-advantaged savings funds. By the closing date of the end of June, the banks had netted an estimated SKr 4bn.

Brokers said the construction sector - which had been under-

valued - was performing well, and ABV's B free shares rose by SKr 5 to close at SKr 325 yesterday, while the A restricted shares rose SKr 10 to SKr 330.

Electrolux B free shares rose SKr 5 to SKr 303, while Astra A free shares rose SKr 4 to SKr 300 and Pharmacia's B free shares climbed SKr 8 to SKr 212. Shares in Sandvik were quite heavily traded and B free shares rose SKr 8 to SKr 180.

Sara Webb

Elsevier attracts unusual volume

By Laura Roun in Amsterdam

THE AMSTERDAM stock exchange continued its summer rally yesterday, spurring to another peak during the session on the firmer dollar and Wall Street's record highs.

The ANP-CBS general stock index jumped 3.1 or 1 per cent to 316.1 at midday as share prices advanced across the board. Late in the day selling trimmed gains.

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Clearly against the trend were the Dutch publishers, embroiled in a bitter takeover battle which seems to have baffled investors.

Some profit-taking has set in at various points in the session. Elsevier, the publisher at the centre of competing takeover bids which value it at more than F1 1bn (\$480m), fell F1 4 to F1 414 on news that it would have to drop an excessively protective defence tactic. Its decline was in line with that of Elsevier's rival waging the hostile bid for Kluwer, which slipped 60 cents to F1 62.20.

Elsevier's present stock and cash offer is worth only F1 412.20 per share, but one securities analyst reasoned that the market still favoured the bid above Wolters Samson's friendly one. He said Elsevier had succumbed to profit-taking although it is not known what prompted the extremely high trading volume in recent days.

With turnover about 10 times as high as the other two publishers, Elsevier's share price might be expected to climb. It has not and the decline, therefore, has suggested possible price manipulation by another raider contemplating Elsevier.

Wolters Samson ended the day unchanged amid low turnover and its friendly share and cash offer now amounts to F1 422.

Elsewhere in the market most sectors slipped back after earlier rises to highs. Among internationalals, KLM lost 60 cents to end at F1 53.70 amid news it plans to issue "participation rights" without voting rights to strengthen its equity.

Royal Dutch/Shell fell F1 1.40 to F1 282.50 and Philips held steady at F1 55.

EUROPE

Oil prices fuel Oslo, dollar lifts Frankfurt

THE IMPROVEMENT in oil prices was warmly received by Oslo which responded with another record. Political sentiments changed in Milan, lifting it from Tuesday's low, while the stronger dollar was the main influence on slightly higher prices elsewhere.

Oslo advanced to its third record this week in brisk trading. News that North Sea crude spot prices had passed the \$20 a barrel level and general optimism over Norway's economic recovery fuelled the bullish mood.

The all-share index rose 1.87 to 344.74 in much higher turnover. In Oslo, Norsk Hydro gained Nkr 2.50 to close at Nkr 225.50 and Saga Petroleum added Nkr 1 to Nkr 115.

Industrials also did well with Kvaerner putting on Nkr 4 to end at Nkr 222.50.

Banks were the only losers over the day. Christiania Bank fell Nkr 1 to Nkr 187.50. Other banks lost ground in a delayed reaction to a downgrading in credit rating.

Milan responded to optimism that Prime Minister designate Giovanni Goria would succeed in forming a government and the more positive tone lifted prices.

Technical factors linked to the end of the bourse month also contributed to the upturn.

Chemical major Montedison led

the upward swing, gaining L80 to close at L2,380.

Olivetti also picked up, adding L85 to close at L12,295 after losing ground over previous days.

Frankfurt had a busy day which ended higher across the board but off the day's highs due to late profit-taking. Buying interest from foreign and domestic investors was strong, buoyed by a rise in the dollar and good technical support for West German stock.

Chemicals and cars which have led the summer rally, again paced the market posting good gains.

Daimler continued to benefit from its management changes, rising DM 15 to DM 1,161.50. VW added DM 4 to DM 424 and BMW gained DM 6.50 to DM 708.

In chemicals, Schering rose DM 9 to DM 594 and Hoechst climbed DM 5.50 to DM 315.50. Bayer gained DM 5.20 to DM 342.50 and BASF added DM 3.50 to DM 310.

Banks continued to catch up. Deutsche rose DM 8 to DM 685.50. Dresdner was up DM 4.50 to DM 341.50 and Commerzbank gained DM 2.50 to DM 282.

Bonds eased over a day of light trading. The Bundesbank bought DM 89.9m of paper after selling DM 20.8m on Tuesday.

Paris had a very short trading

session when the market resumed following the Bastille Day holiday.

The brief rise was halted at midday when quotation clerks refused to work in a new computerised trading pit which had been installed over the weekend.

The few shares which traded were lifted by the firm dollar and an announcement of lower interest rates. Construction and retailing issues gained most from the news on speculation that easier credit conditions would boost demand.

Brussels was narrowly mixed at the end of a very quiet day's trading. Profit-taking was less noticeable than earlier in the week.

Reserve, the stock of Societe Generale, was active, rising BF 15 to BF 4,160 but other holdings were little changed.

Utilities were generally weaker. Zurich saw an increase in demand for bank stocks after some days of quiet summer trading. The bourse closed higher on increased turnover and Wall Street's firmer close and the stable dollar improved market sentiment. The Credit Suisse index rose 4.2 to close at 549.3.

Madrid slipped in early trading with losses in the utilities and construction sectors. No index or prices were available due to a computer

fault.

ASIA

High-techs lead Nikkei higher

TOKYO

A RALLY in leading high-technology stocks towards the close lifted the Nikkei average slightly in Tokyo yesterday although trading remained lacklustre, writes Shigeo Nishizaki of Fuji Press.

The market barometer rose 38.23 to 22,988.78 on volume that shrank to 499m shares from Tuesday's 583m, continuing the recent decline. Losses led gains 477 to 490, with 150 issues unchanged.

Small-lot selling continued, while institutional investors with huge funds kept to the sidelines, dampening the market mood.

However, some high technology stocks became suddenly animated just before the close. Buy orders for these issues, which had lost substantially since the beginning of the week, started to mushroom as expectations spread among investors that the US trade deficit for May, announced yesterday, would improve to around \$12.5bn.

The most popular high-tech was Matsushita Electric Industrial, which added Y90 to Y2,240. NEC added Y100 to Y1,900 and Sony Y80 to Y3,940, while Toshiba added Y15 to Y620.

Big-capital stocks mainly eased. Nippon Steel was the most active stock, but its volume was only 18.17m shares. The stock lost Y9 to Y320.

Investors increasingly sought small-capital stocks for quick profits. Yokohama Rubber came second on the active list with 12.07m shares traded, advancing Y15 to Y494. Tokai Carbon gained Y41 to Y339 and Yussu Battery Y32 to Y498.

Moves to reap quick profits with small funds were more pronounced in the Tokyo Stock Exchange's second section, where stocks of smaller capitalization are traded. The second section price index of all issues scored another all-time high.

Bond prices eased. Dealers have been refraining from trading, awaiting the release of the US figures.

A bearish mood gradually spread

on the market as the dollar rose above Y151 on the Tokyo foreign exchange market. The yield on the benchmark 5.1 per cent government bond due in June 1990 momentarily soared to 4.415 per cent from Tuesday's 4.240 per cent, but finished at 4.370 per cent.

AUSTRALIA

BUYING interest in situation stocks and golds set Sydney back on the road to new heights after Tuesday's profit-taking. The All Ordinaries index finished 8.8 higher at 1,894.1 while the gold index climbed 49.8 to 3,392.2 in heavy turnover.

Much of the focus was on Robert Holmes & Narver's Bell Resources following its moves further to increase its stake in Texaco, the US oil company. The price gained 10 cents to A\$5 as 9.07m shares changed hands, with overseas investors much in evidence.

SINGAPORE

FOREIGN buying and local bargain-hunting helped Singapore bounce back after Tuesday's correction, with the Straits Times industrial index climbing 28.13 to a record 1,380.71.

Turnover rose to a near record 84.4m shares worth S\$255m.

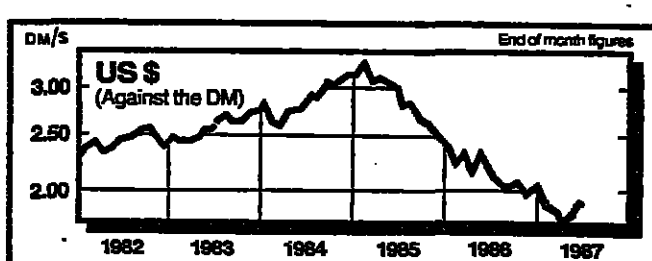
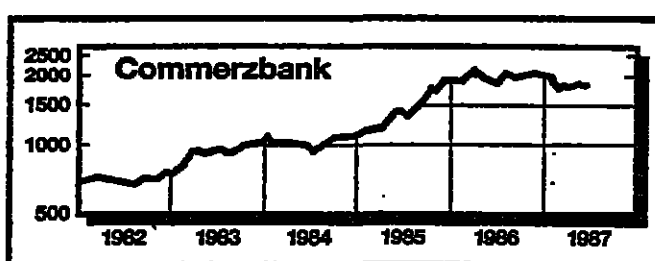
Blue chips made the biggest gains, but the most active stock was First Capital, up 8 cents at S\$2.45 on 20.8m shares traded following the successful placing of about 27m shares.

HONG KONG

A SEE-SAW session in Hong Kong saw share prices rise strongly at first, then plunge on further rumours about a fund-raising plan by the Cheung Kong group, and finally recover to end slightly higher at a fresh record.

A bomb explosion in a government building also unsettled the market. The Hang Seng index ended 8.88 higher at 3,282.30 in active trading.

KEY MARKET MONITORS



STOCK MARKET INDICES				
	July 15	Prev	Year ago	
NEW YORK				
DJ Industrials	2,483.74	2,481.35	1,793	
DJ Transport	1,041.62	1,043.73	721.75	
DJ Utilities	304.00	304.57	230.91	
S&P Comp.	310.42	310.56	233.96	
LONDON FT				
Ord	1,908.6	1,892.6	1,306.3	
SE 100	2,419.2	2,403.0	1,553.00	
A All-shares	1,227.45	1,218.15	791.85	
A 500	1,359.57	1,350.91	867.89	
Gold mines	414.6	413.4	188.5	
A Long gil	9.07	9.14	9.57	
World Act. Ind	129.30	129.34	91.00	
TOKYO				
Nikkei	22,988.78	22,901.53	17,882.8	
Tokyo SE	1,995.54	1,998.76	1,380.56	
AUSTRALIA				
All Ord.	1,334.2	1,327.0	1,122.2	
Metals & Mins.	1,212.7	1,207.7	493.2	
AUSTRIA				
Credit Aktien	191.33	189.02	238.10	
BELOIAN SE				
	5,011.90	5,009.00	3,697.65	
CANADA				
Toronto				
Metals & Mins.	3,221.5	3,175.8	1,985	
Composite	3,977.4	3,958.6	2,978.0	
Montreal				
Portfolio	2,014.13	2,009.27	1,490.69	
DENMARK SE				
	205.59	205.82	204.49	
FRANCE				
CAC Gen	n/a	closed	304.6	
Ind. Tendance	n/a	closed	87.90	

CURRENCIES (London)				
	July 15	Previous	July 15	Previous
US DOLLAR			STERLING	
\$ DM	1.8255	1.8500	1.6320	1.6105
Yen	148.55	151.05	242.50	243.25
FFr	6.9225	6.1850	9.9425	9.9125
Sfr	1.5220	1.5405	2.4850	2.4820
Fl	2.0605	2.0820	3.3625	3.3625
Lira	1.3925	1.3985	2.1675	2.155
Bfr	33.00	32.35	62.00	61.75
CS	1.3235	1.3175	2.1600	2.1640
INTEREST RATES				
Baro-currencies	July 15	Prev		
(3-month offered rate)				
\$	5%	5%		
Bfr	3%	3%		
DM	3%	3%		
FFr	3%	3%		
PT London Interbank Rate (offered rate)				
3-month US\$	6%	7%		
6-month US\$	7%	7%		
US Fed Funds	6%	6%		
US 3-month T-bill	6.5%	6.5%		
US 3-month T-bill	5.5%	5.7%		
FINANCIAL FUTURES				
CHICAGO				
US Treasury Bonds (CBT)				
8% 20yds of 100%	High	Low	Prev	
July 15	91-11	92-16	91-03	92-15
US Treasury Bills (TBM)				
\$1m points of 100%	94.49	94.23	94.12	94.24
(Sept)	94.16	94.23	94.12	94.24
Certificates of Deposit (CD)				
\$1m points of 100%	n/a	n/a	n/a	n/a
(Sept)	n/a	n/a	n/a	n/a
LONDON				
Three-month Eurodollar				
\$1m points of 100%	92.90	92.91	92.76	92.86
(Sept)	92.90	92.91	92.76	92.86
20-year National Gilt				
\$50,000 20yds of 100%	124-11	124-11	123-19	123-18
(Sept)	124-11	124-11	123-19	123-18

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SECTION III

FINANCIAL TIMES SURVEY



Companies faced by sharpening competition and rapid change are turning from empire-building to empire-

demolition. They are improving their strength-to-weight ratio by cutting back their internal personnel and other specialist departments, and buying the services in from outside. Survey by Michael Dixon.

Learning from the dinosaurs

WHILE STOCKMARKET investors continue to judge how well companies' managers are doing by criteria such as earnings per share, the managers themselves are increasingly concerned with a different yardstick. It is their company's strength-to-weight ratio as measured, for instance, by productivity per permanent employee.

Gone are the days when successful businesses sought to establish palatial offices staffed by full-time specialists of almost every kind the organisation might foreseeably need. Their counterparts today seek rather to limit their full-time staff to the minimum "core" of people directly needed to provide and sell the company's products, and to manage those central operations profitably.

Other activities on the "periphery" of the business are tending to be subcontracted either to temporary or part-time employees or, where expertise of the professional type is wanted, to consultancies and similar. As the personnel manager of a manufacturing group confirmed: "Companies by and large have decided that they are not going to engage full-time—or perhaps even on a part-time

basis—their own specialists. They would expect to draft them in as and when required."

The consequent growth in the use of consultants is of course accompanied by a sharpening threat to the various kinds of specialists hitherto employed in-house. Few if any of them are exempt from having large chunks of their territory taken away by outsiders—not even accountants.

For example, Professor Christopher Voss of Warwick University's business school has told me he knew of a thriving high-technology company which employs only engineers and a secretary, and relies on subcontractors for everything else. One apparent reason for the shift is the worsening uncertainty of business conditions. Here companies seem to be learning from the dinosaurs which ponderously dominated a water-logged earth for 600m years only to find, when the land dried out, that they were too slow-moving to compete.

Another, more subjective influence was suggested recently by Mr Ken Edwards, personnel director of Jaguar Cars, in describing how he and his board colleagues felt when

they had to sack 40 per cent of the workforce just to keep the company alive. "It made us feel unclean, and we became determined that it should never have to happen again."

But there can be little doubt about the most immediate reason why empire-building is giving way to empire-demolition. "Having specialists on your payroll is a bloody expensive business when you have got to give them a secretary, a car, and an office and benefits, life insurance..." explained the personnel director of an office machinery company.

It is a fairly safe bet that, as he said those words, his ears were burning. For the specialist field in which sub-contracting seems to have advanced fastest is personnel work itself.

How the trend is developing in that field is indicated by a report published by the Institute of Personnel Management on a detailed research study in which both the personnel executives quoted took part anonymously. They were among 62 senior managers in the field who were interviewed face-to-face as a follow-up to a questionnaire survey of people responsible for personnel in 350 private enterprise and public sector organisations in Britain.

The research was carried out by Dr Lesley Mackay and Mr Derek Torrington of the University of Manchester Institute of Science and Technology, and their findings led them to three prime conclusions.

One is that "the use of consultants is substantial and increas-

ing" in organisations of all sizes and types.

The second is that it is increasing mainly, not in the odds and ends of personnel work but in key activities such as training, management development and changeovers to new technology, as well as recruitment and selection.

The third is that it is increasing faster than most of the in-house specialists seem to appreciate.

A good many of the staff answering the questionnaire, who were mainly occupied with day-to-day operations as distinct from policy matters, appeared to underestimate how much their departments had lost to consultants' take-aways.

For instance, there were signs that when the job being done by

the external agency is recruitment or some other task carried out largely off the organisation's own premises, internal staff tend to forget that it is nevertheless an important part of personnel work which has been surrendered to outsiders.

Moreover the 62 people interviewed—most of whom were on their company's board or the public-sector equivalent, and so involved in policy decisions—often showed enthusiasm for still greater reliance on the external market.

The firm belief that further tasks could usefully be handed to consultants was held by over half of them, including a majority of those ranked as directors.

This suggests that managers feel vulnerable to the potential threat of subcontracting

Foreseeable trends: coping with an ageing workforce
Present trends: rising demand for specialist skills conceals a patchy picture
External help: analysis of the many types
View from the US
The interview: still an amateurish approach
References: watching for skeletons in the cupboard
Personality tests: technical skills carry more weight than behavioural patterns

Measuring IQ: trading warily through a minefield
Recruitment tests: results prove variable
Validity: assessing the score sheet
Pay trends: danger signals ahead for motivation
Salary surveys: lies, damned lies and statistics
Outplacement markets: UK leads the field in Europe
Assessments: where a mentor can help

whereas directors, who are more likely to be taking the relevant decisions on subcontracting, feel themselves to be beyond that threat," the study report adds.

Even more significantly, the researchers describe the senior executives as "undoubtedly managers first and personnel practitioners second. They were tending to withdraw from being identified as personnel professionals and seeking a closer identification with general management."

As the personnel director of a metal goods company said: "I believe personnel should be more involved in obtaining results, and that means getting involved more with the line operations running the business. If it does not, it will finish up down the corridor with a red cross on the door."

His counterpart in a mechanical engineering group went further. "The sole objective of a personnel department should be to eliminate itself to get (line) managers to be responsible for their own people in every facet of their business, because they are managing those people and they should manage the personnel aspects of those people."

All of which, of course, implies expanding opportunities in executive recruitment and selection. After all, if companies are to concentrate the making of their strategy and tactics in fewer and fewer hands, it is going to become more and more important that the hands are capable and effective.

Prospects also look good for consultancies in other aspects of personnel work. Besides management training and development they include manpower planning to identify what kinds of human skill a company will need in future and how it can obtain them; pay and benefits planning to keep and motivate "core" staff; and redeployment and redundancy planning to keep down the organisational and individual costs of change.

But as always there are attendant problems, particularly for companies that come to rely more on outside consultants. It is fairly easy to talk—as another group personnel director did—of changing from being com-

mander of an army of in-house specialists to being chief buyer of external services.

The skills of a buyer are not easily acquired, however, and personnel consultancy is a market in which sound and appropriate products are hard to identify.

Despite the hopes abroad a generation or two ago for development of a reliable science for predicting future conditions and the kinds of human and other resource needed to thrive in them, no such science shows any sign of appearing.

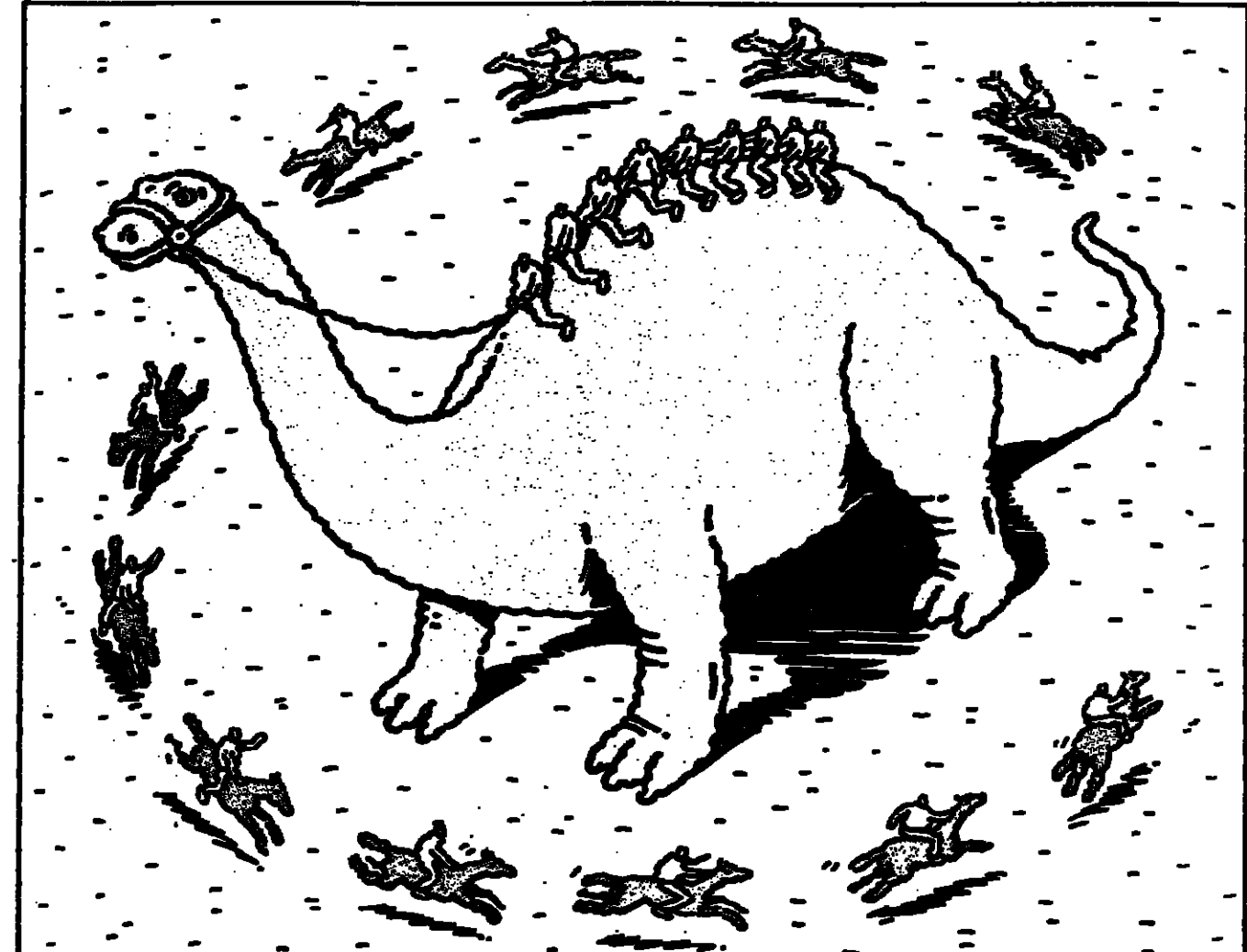
It is true that sound techniques exist for increasing the rigour of forecasting exercises, and that executives could make greater and better use of them than most do now. But a company's best chance of anticipating change still lies in the experience-based knowledge and alert perceptions of the people directly involved in its business, especially those responsible for managing it.

Nor is there any science by which employers can make sure of selecting individuals with the skills required and the attitudes needed to use them well in a particular setting, let alone with the potential to develop further. Again, however, many methods exist for aiding choice, ranging from ancient as in the case of astrology to modern such as psychometric tests.

Outlines of the various devices will be given in the following pages together with, among other things, a summary of the evidence available on their effectiveness. What counts most in the end, however, is not so much the method as how sensitively and ably it is applied and interpreted.

That fact is of especial importance to organisations which do not have people with the relevant specialist knowledge on their own payroll. For they will then inevitably be dependent for expertise in such matters on external gurus and, in the personnel services market as in most others, there is always the danger that what seems to be a guru will turn out to be really a witchdoctor.

Therefore let the buyer beware. *The changing nature of personnel management. IPM, Camp Road, London SW19 4UW. £20.



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For further details of member company operations, please feel free to contact named individuals or write for details and a copy of the 1986 Report & Accounts to:-

Michael Page, Joint Chief Executive, Addison Consultancy Group PLC
39-41 Parker Street, LONDON, WC2B 5LH. Tel. No. 01-404 5751.



RECRUITMENT 2

The average age of the workforces available seem destined to increase rapidly

Rejuvenation bandwagon must go into reverse

AS MARKET competition increases, more and more companies are evidently deciding that they need younger key people to cope with it. In the UK particularly, the past few years have seen a trend towards the "rejuvenation" of managerial and high-ranked specialist posts which is nothing less than startling.

The emphasis now being put on youth by employers in Britain is illustrated by a check on the age limits specified for 228 key jobs advertised in UK newspapers and magazines, which was recently made by MSL International. The percentages of the various kinds of posts restricted to people aged at most 40 as shown in table.

Striking as they are, those figures in fact understate the extent to which employers are insisting on recruits of younger ages. The check was confined to advertisements which cited a definite age limit with the result that no account was taken of those seeking "accountants with two or three years post-qualifying experience," for example, even though they clearly showed a preference for youth.

In addition, ages specified in loose terms such as "30-plus" were assumed to signify a range

five years either side of the stated figure, which is probably a longer span than the recruiter actually intended.

It seems clear, however, that employers joining the rejuvenation move cannot be paying much attention to manpower planning. For although most of the influences which will affect business, even a fairly short time ahead, are hard to predict, there is at least one which can be foreseen reasonably accurately. It is the effect on the future workforce of demographic trends as exemplified by the birthrate patterns of the past one and a half decades.

One indicator of the impact of such trends on the shape of the available workforce is the year-by-year surplus of new entrants over old leavers. The surplus is calculated by taking the number of 15-year-olds becoming eligible to join working organisations, and deducting from it the number of 65-year-olds departing for retirement. And by that measure, the changes occurring in European countries are often marked indeed.

Statistics from the Organisation for Economic Co-operation and Development, which were cited by Professor Pierre Goetschin of the IMEDE business school in last month's Personnel Management journal—show that in the mid-1970s the UK, France, West Germany and Italy were all in much the same position with new entrants outnumbering old leavers by around 300,000.

Over the next seven or eight years the surpluses rose quite steadily and mostly steeply to about 675,000 in Germany, 600,000 in France and in Italy, and 400,000 in the UK.

Since reaching those peaks in 1982-84, the surpluses have been on an even steeper downward path. By 1990 both France and Italy are scheduled to be down to around 200,000, the UK to only half that figure, and in Germany the surplus may well have disappeared. So unless birthrates turn sharply upwards again—which although possible, does not appear likely—the average age of the workforces available seems destined to increase rapidly.

Meanwhile a long-term fall is expected in several of those countries' total populations. World Bank projections based on recent trends suggest that Germany's population will diminish from 61.5m in 1980 to 48.5m in the year 2030. The forecast for the UK population is a fall from 56m to roughly 44m in 2030 and 26m by 2150.

In consequence, Professor Goetschin said, it looks as though Europe as a whole will be growing older at a rate which is almost visible. "The greatest increase is going to be among the over 65s, who amounted to about 6.7 per cent before the last war and might reach 15.16 per cent at the end of the century and 20 per cent in the first decades of the next century."

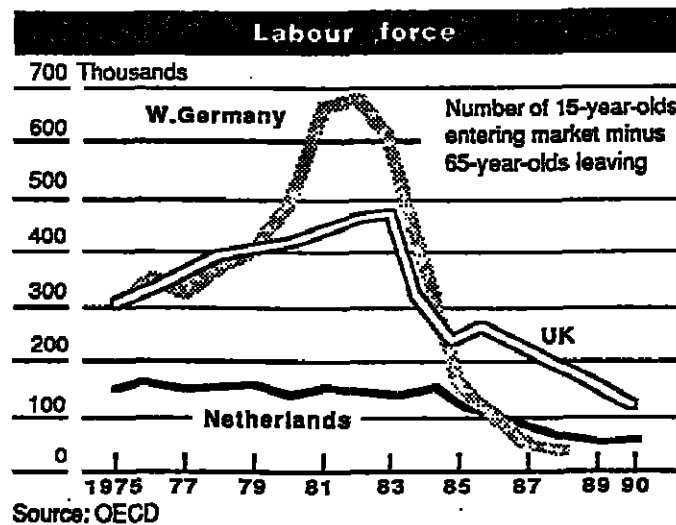
He added that life expectancy had already reached about 74-76 years and would probably go up by one or two more by the year 2000. Since women tend to live about seven years longer than men this seems bound to result in an increasing female majority in the older age groups.

The probable consequences of such a widespread ageing process are as yet poorly understood. But it would be foolish to deny that consequences there will be, and that a good many of them will be felt by employers.

For instance, even before the UK's unemployment register fell below 3 million, problems in obtaining adequate staff were reported by over half the 350 organisations covered by the Institute of Personnel Management study described in the introductory article.

While the main difficulties have so far been in recruiting people with well developed technical and professional abilities, it seems likely that shortages will have spread to other kinds of skill by the end of the century—now only 12½ years away.

Another outcome which seems almost certain is that the employers now on the rejuvenation



Job category	% aged at most 40
Scientific/R&D	94
Sales/marketing	93
Engineering	90
Finance	89
General management	82
Others	87
Overall	88.5

bandwagon are going to have to put it into reverse, especially if they are making room for youth in key positions by retiring older employees early.

The reversal will probably be made necessary not only by direct pressure on organisations from worsening shortages of skilled people, but also by indirect pressure applied through government. For continued policies of consigning staff to inactivity by retiring them five to 10 years before the due date, coupled with the rising percentage of senior citizens in the total population, can only increase social tensions.

"Obviously for a certain time the gains in productivity can maintain living standards and therefore act as a brake on the social consequences of such an evolution," Professor Goetschin said. "But it is not certain that this will be the answer to the psychological stress which could result from a feeling of uselessness and boredom among an important part of the older age group."

Moreover that older group will have the electoral clout to exert itself politically. Even today voters aged 41-plus make up over 55 per cent of the UK electorate, and more than a quarter of it consists of people past their 60th birthday.

The best means organisations have of safeguarding themselves against being taken back by the results of such social developments is to improve their manpower planning. So it is a good omen for the British economy that the 350 organisations covered by the Institute of Personnel Management study placed manpower planning high on the list of the aspects of personnel work which are increasing in importance.

Unfortunately the planning activity rarely seemed to be of a kind sufficiently developed to enable the companies to assess the various likely effects on them of the accelerating demographic changes, and prepare a



Professor Goetschin: Europe growing older at a rate that is almost visible

range of contingency plans accordingly. For example, although two thirds of the organisations claimed to be applying a computer in some elements of personnel work, only a minority had advanced to the stage of using it to ask "what if?" questions so as to explore possible future events and strategy options.

The apparent backwardness of employers in using computers for that kind of purpose must surely represent a further need for consultancies abreast of the relevant technology to become involved in companies' personnel operations. But the potential benefits to businesses of such "futurology" techniques are not limited to helping them to cushion themselves against sudden upheavals in their employment markets. The techniques could also be used to explore changes in other markets which are likely to arise from the ageing of countries' populations. As Professor Goetschin said: "During the last decades most products and services were conceived for a very young population of children and adults (fast cars, painkillers, toys and games, fast foods, vast shopping centres, etc.). The ageing process will create new needs and desires, affecting almost all industries."

Rising demand for specialist skills conceals . . .

A patchy picture

FEW THINGS can vary more from country to country than their employment markets. To take only one example, there are marked differences in the days of the week on which the bulk of each nation's public shopping around for jobs and workers is done.

In Britain there is a trend for mini-markets for certain kinds of specialists to be held throughout the working week. But the general event for white-collar jobs in particular, occurs on Thursdays.

Other countries do differently, often avoiding normal working days entirely. Belgium is among several where the main market is Saturdays.

The variances defy explanation in terms of anything except habit. For instance, it would seem logical for employers to want to reach potential candidates when the bulk of them felt most amenable to an offer.

In that case, they would surely advertise on Mondays. No other morning brings so strong an urge to have done for ever with the present bed of nails—at least for executive-types, according to hundreds I have questioned over the years.

Probably because there are so many differences between countries there does not seem to exist anyone who is a worldwide authority on the details of employment markets. At a national level, however, the MSL recruitment consultancy can fairly claim expertise on the UK market for managers and key specialist workers. Since 1959 it has been making counts

every three months of relevant job-openings advertised in Britain's main journals.

Its counts are still not a comprehensive indicator of the demand for such higher-ranked staff. A good many jobs for them are not advertised, being filled through the old-boy network and even more so by the confidential approach recruiting method called executive search, which is discussed on the following page.

The extent of those hidden activities is simply not known. So would-be observers of trends in UK demand for executive-type staff have little if anything other than MSL's quarterly checks to work on. And the consultancy's staff who make the counts have generously rushed out the April-June figures in time for this FT survey.

They show that, in overall terms, the demand is more buoyant than could have been predicted from the longer-term trends in the market. Its cyclical pattern shows since 1959 suggested that the decline which set in at the start of the year before last would continue until 1989.

Fortunately in January-March the overall demand jumped back to an increase. Total job openings were 4.1 per cent up on the count for the first quarter of 1986. Even better, the unexpected rebound continued in April-June, with 5.2 per cent rise over last year's second quarter to a total of 8,597 advertised posts.

When the count is broken down to show demand for diffe-

rent types of higher-ranked staff, however, the picture becomes patchy. For example, it seems encouraging to see vacancies for sales and marketing staff up 2.7 per cent on the figure for April-June 1986. The same might be said of the 2.3 per cent rise in openings for production managers.

Conversely, in a country whose economic future is said to depend on exploiting new technology, it is disturbing to see yet another drop of 2.4 per cent added to the 24-year-long fall in demand for research, design and development people. There was also a further plunge of 17.1 per cent in the equally lengthy decline in vacancies for computer folk.

The strongest single skill-area in the market is accounting and finance where the rise between the two April to June quarters was 13.3 per cent. Although there were increases of 14.9 and of 13.5 per cent respectively in openings for personnel staff and general managers, those categories involve relatively small numbers of jobs.

But the biggest jump, 29.5 per cent, firmly supports this survey's other evidence that companies are increasingly relying on external agencies for services outside their main activity.

The rise is in the miscellaneous category, covering specialists such as corporate planners and statisticians as well as generalist management consultants.

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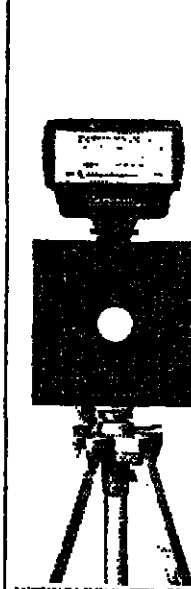
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Finding the right people for the job

Headhunting myths

IT HAS grown far harder in recent years to glance at a group of passers-by and identify those who are seeking a new job. They used to be recognisable instantly by two main hallmarks: an air of secrecy, and short-sightedness.

The secretive air was brought on by the fear, usually justified, of being sacked if the plan to move elsewhere came to the notice of the present employer. The myopia was caused by reading the job advertisements of the time, each of which consisted of few lines of tiny type buried among others in a page of some journal.

Today, of course, short-sightedness is no longer a hallmark of the job-seeker. Vacancies of importance are published in big display advertisements. The ads are often the work of specialist agencies with long experience in recruitment, many of which also have the personnel-selection expertise to whittle down the resulting applications to a short-list of suitable candidates.

While people on the applicants' side of the employment market still tend to exhibit the air of secrecy, its value as evidence has been confused by another development. It is that a good number of organisations now entrust their recruitment, particularly at high rank, to executive-search consultants.

Unlike advertising-based consultants which invite applications for clients' jobs from all around, searchers take care to let news of a vacancy be known to only a few people clandestinely identified as suited to the post.

Search consultants' approaches to their quarry are inevitably confidential. So someone with the secretive air that used to mark only those on the applicants' side of the market, may now well be a searcher on the employers' side.

The development of executive search, which originated in the US about 40 years ago, has also created confusion in many ways. Being confidential by nature, the method is, in general, poorly understood with the result that numerous myths have grown up about it.

One is that the benefit of using search as distinct from advertising-based selection grows greater with increasing rank of job. That is plainly wrong because search is most advantageous when the skills and experience needed to do the work are possessed by only a few fairly easily identifiable people.

Since those conditions quite often apply to modestly ranked jobs, search could prove the better method even at lower-paid levels of the market.

Conversely, the advertising approach might well be the better at the high-paid end. In many cases the abilities required for senior-rank work can be found in a large number of people with extremely varied patterns of experience and initial specialisms. And, in the words of Mr John Courbis, vice-chairman of the Federation of Recruitment and Employment Services:

"When there are hundreds of potential candidates scattered

number of assignments handed to advertising-based consultants. Another source of confusion about search is that, even more than the personnel services market in general, it is seemingly entrepreneurial. Indeed, since new search firms are forever being formed by individual consultants splitting away from established companies, biologists would probably class the business as a "flaporous" species like amoebae.

To complicate matters still more, search activity as a whole breaks down into two sub-species, known respectively as the "retainer" and the "conting-

executive searcher who is doing badly. For the same reason, of course, it is not known how much of employers' increased subcontracting of recruitment is going to confidential-approach operators as distinct from the advertising-based kind. Something which does seem certain, however, is that any growth in the use of external recruiters is being accompanied by a tightening control over them by the heads of personnel in the organisations for which they work.

Until recently consultants hired to fill senior management jobs for a company tended to be personally appointed by their chief executives, and thereafter report pretty well exclusively to the chief.

It appears that the bosses of the companies' own specialist personnel departments did not much mind that such top-level recruitment was done above their heads, perhaps because nobody could then blame them if the recruit turned out to be a disaster.

That attitude seems to be changing as the people in charge of personnel departments are coming to see themselves not as senior backroom specialists, but as front-line managers directly involved in earning their organisation's keep. There are signs that in the process they are attaching greater importance to company politics.

So while farming out more of their departments' work to consultants, they are evidently becoming increasingly concerned to keep a rein on them. Otherwise, as the personnel director of a metal goods business said: "They can take over your role. They can come into the company and make contact with your managing director... and you can lose control if you're not careful."

But if personnel departments are to be run more and more by people with little specialist expertise acting mainly as chief buyers of external services, the need to control the outsiders is surely secondary to the need to choose them well.

For example, the effectiveness of selection consultants depends not only on whether they are searchers or advertising-based, but on the particular methods by which they assess candidates' suitability.

The main types of methods in use, and the differences between them, will be summarised later.



across the globe, no search organisation is going to be able to vet them all. So the job will then have to be filled from only a sample of the people capable of doing it, and not necessarily the best of them by any means. Although at times like that it might pay off to use both methods, I would say advertising will frequently be better especially if it's done in journals with an international circulation."

Whatever the logical rights and wrongs of the question, in Britain the work of search consultants is more concentrated on managerial posts than is the work of their counterparts using the open approach. Evidence of that lies in the Institute of Personnel Management study of 350 organisations discussed in the introductory article.

Of recruiting assignments recently entrusted to searchers, 86 per cent had been at management level. The same was true of only 72 per cent of the larger

varieties. The retainer type insist on being paid the large part of their charge in return for operating on behalf of a would-be employer, with only a small proportion being dependent on their actually finding a suitable recruit. The contingency kind are paid entirely on results so that if they fail to fill the job, their pocket stays empty too. Retainer organisations regard themselves as a cut above contingency operators, and while some occasionally do a bit of payment-on-results work when trade is tough, they try to keep it secret.

A further confusion is that, as was mentioned in discussing the article about present trends in recruitment—nobody can be sure how much business the search consultants are doing. Asking them directly is of dubious value because experience shows that just as one never meets a farmer who is doing well, one never meets an

MYSTERIOUS THOUGH the executive search business may be, it has long been watched closely by Mr Jim Kennedy, the American publisher of the monthly Executive Recruiter News who is based in Fitzwilliam, New Hampshire.

Although his views are inevitably filtered through US-coloured spectacles, his knowledge of the search business worldwide is almost certainly unparalleled. Moreover, given that America is where the business not only originated but has since been further developed, events there may well be precursors of what happens east of the Atlantic.

Mr Kennedy estimates that, of all the managerial and key specialist jobs falling vacant in the US, around two-thirds are filled by internal promotion. Of the remaining people appointed from outside, a goodly number are recruited through advertising and the "old-boy net."

He puts the proportion of the total market taken by search at somewhere between 10 and 20 per cent, producing an annual turnover of roughly \$2bn split about equally between the retainer and the contingency varieties.

He, too, looks down his nose at contingency businesses. "I don't doubt they do a good job. But they look to do most of their interviewing of candidates by telephone, not getting to meet them face-to-face."

"They sometimes have a whole room of people talking about a job on the phone. Even when they come up with the goods, I don't think they do as much for their money as retainer companies."

The market for retainer search, Mr Kennedy says, is rising while simultaneously becoming broader and stratified into three layers.

"In the States, the minimum salary of the jobs searchers are retained for is increasing. I'd reckon it at \$75,000 now and moving fast towards \$100,000."

"They're also getting work from a range of organisations besides the big corporations. They have always been their main clients. They're being called in by small companies and even start-up operations. And things like museums and symphony orchestras, that once tended to be run by the idiot sons of their richest donors, are realising they need professional managers and are retaining searchers to find them."

"At the same time the business is stratifying. At the top level there are companies with a genuinely international capability either by themselves or through close links with firms of other nationalities."

Next we have firms that stretch across the whole of a single country. Then there are



Mr Jim Kennedy says that around two thirds of managerial and key specialist jobs falling vacant in the US are filled by internal promotion

The view from the US
on the trends
in executive search

Code of ethics needs priority

more narrowly focused operators concentrating on just one region or one sector of industry. "They all have their own advantages. For instance, regional specialists are gaining by a combination of two trends. One is that younger executives are jibbing at changing their life styles to take a job a long distance away. The other is that companies don't like relocating people because the costs are always rising."

The regional businesses can also gain from big companies' anxiety about having their key people lured away by other concerns. To guard against it, they require any search consultancy they retain to put their own staff "off limits" in the sense that the consultancy guarantees not to

approach any of its staff with a job offer for a certain period, usually two years.

In tendering for a recruiting assignment with a national or international employer, a regional specialist may well be able to offer to put the whole client organisation off limits. But bigger search companies rarely afford to do the same for more than one particular division of the client's operations.

"The leading search firms, for their part, are getting more interested in developing longer-term relations with clients," Mr Kennedy says. "They'll maybe agree to extend their off-limits frontiers in return for some guaranteed amount of regular work. And there's advantage in it for the clients too."

"It does away with the costs of switching from searchers who are familiar with their business to others who aren't and it gives them an edge in bargaining about fees."

Moreover, while searchers almost all still charge a percentage (usually 33 per cent) of the first year's pay of the person appointed through their agency, Mr Kennedy thinks that client pressure will eventually force them to work for a fixed fee. "The way things work now can have a ratchet effect. The higher searchers can push the starting pay, the more they get paid themselves. And employers increasingly resent it."

He adds that, despite the enormous possibilities new technology apparently offers for streamlining searchers' operations, it has as yet had only a ripple effect. "Sure, they regularly have computerised data on potential candidates. I've even heard of a consultant who goes round prospective clients, gets them to give examples of the sort of people they want, and conjures up some names from the databank back at base. But that's not a serious use of technology; it's a gimmick."

"The reality is that they don't often fill a job from candidates they have on file. They usually start each new assignment from scratch."

Another of his beliefs is that "in terms of professional integrity, executive search as a whole is still a generation behind mainstream management consultancy, which in turn is a generation behind accounting. Even leading search firms still quite regularly get embarrassed because one of their people is detected doing something shifty."

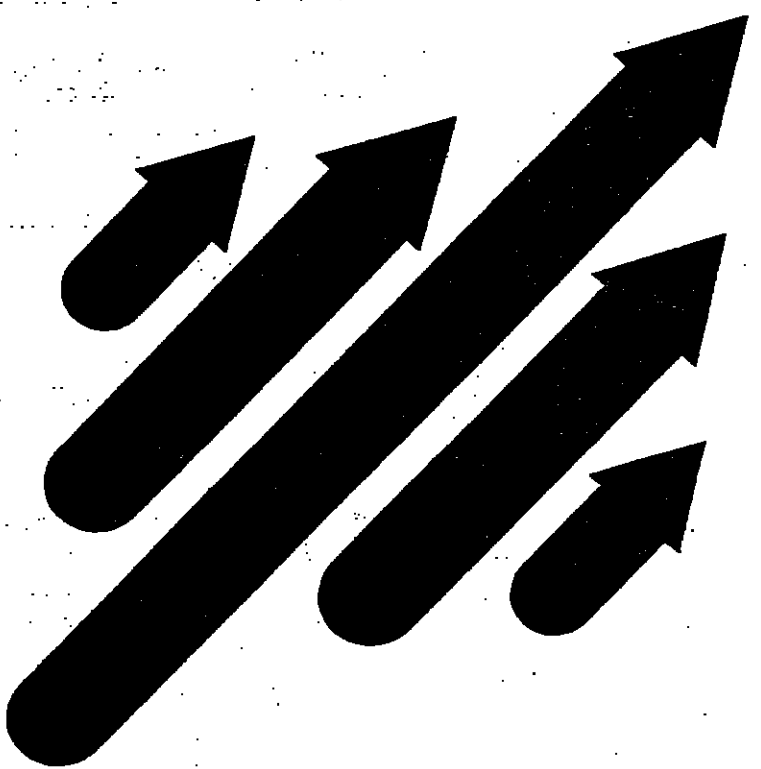
"I think that's why major general consultancy groups, in the States at least, have mostly got out of search. It maybe doesn't fit well with advertising either. Take Hay-MSL that was bought up by Saatchi and Saatchi. I hear that the US search operations have now been sold off to the people running them, though I don't know whether there are any plans to do the same with the operations in Europe."

"If search is going to establish itself as a proper profession the majority of straight-dealers are going to have to get together and agree to a code of ethics which has enough teeth to drive out the shysters."

"But an association like that can't get going unless the big companies take a lead in it and, as yet, most of them are not interested."

"The danger is that if the search business doesn't regulate itself, sooner or later regulation's going to be imposed on it by some bureaucracy that doesn't really understand its nature."

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RECRUITMENT 4

The interview suffers more than most methods from an amateurish approach

Forethought and discipline of the essence

THE BEST TIP anyone can give to job-seekers facing an interview is to encourage the person on the other side of the desk to talk as much as possible. Various studies have shown that the greater the share of the talking in such meetings, the more highly they rate the candidate's abilities.

That tendency is only one of numerous weaknesses which research has revealed in the interview as a means of selecting good recruits. It has been found, for example, that different interviewers can vary widely in their assessments of the same candidate's suitability for the same job.

They also tend to be prejudiced in favour of applicants with an outlook and social background like their own even though the resemblance is at best irrelevant to the work at issue.

Misjudgments are not always solely the interviewer's fault. It has been established that there are a fair number of people who consistently create a good impression no matter who interviews them. Unfortunately, on being given the job, they just as consistently fail in it.

Interviews nevertheless are and will probably remain an indispensable part of selection. The main reason, of course, is that no one in the employer's position would surely ever appoint recruits without first meeting them face-to-face.

Another reason lies in the fact that employment is a two-way process. Complicated testing to identify the best applicants is of no use if it deters the best applicants from taking the job. Candidates are less likely to be put off by an interview than by more elaborate selection techniques.

Besides, the prime cause of the failings is not necessarily that the interview is inherently a poor method of forming judgments. In the view of many experienced recruiters, the main trouble is that interviewing is too often entrusted to people who are bad at doing it.

One man who takes that view is Mr L. D. "Nick" Cowan, director of the Federation of London Clearing Bank Employers and a former personnel director of Unigate and of the UK operations of the Philips group.

"The interview probably suffers more than any other method from inadequate or incompetent conduct," he says.

"Yet it is a process that lends itself very well to training. You may not be able to develop everyone to be brilliant, intuitive, reliable interviewers, but there is no reason why most people cannot be trained to be competent performers."

He believes that the key to effective interviewing lies in a disciplined approach, the first steps of which need to be taken well before any meeting takes place. "What happens to candidates from the moment they arrive gives them a lasting impression of the company."

"Clear directions with information about whom they will meet, and good timekeeping are of the essence. So are comfortable and appropriate waiting accommodation, and efficient systems for noting and paying any travelling expenses."

"Before you meet a candidate, it's essential to have worked out what you are seeking, and to have made a plan for the interview proper begins, the onus is on you to set up a rapport with the candidate which ensures that a useful exchange of information takes place."

Mr Cowan's recipe for creating rapport has six ingredients.

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They are friendly manner; a straightforward and non-controversial opening topic; attentiveness; calmness; plenty of smiles; and frequent eye-contact.

"When the right atmosphere has been established, my own approach is to check for evidence of three things. One is qualifications in the broadest sense: not just formal and informal training and experience, but demonstrated ability to adapt to new conditions and to acquire new skills. Next is candidates' compatibility with the people they would be likely to work with."

The other I call "culture", the person's value system, which it needn't be identical with the company's value system, must at least be consistent with it. And I make sure to check for evidence with my eyes, as well as by asking questions and listening keenly to what comes back."

Various kinds of questions are available. For example, there are closed questions which seek precise and limited information. The open kind invite the candidate to make broad-ranging comments, which can then be brought back to a narrower focus with a question of the follow-up type.

"It's crucial to get the balance right. Too many open questions and you lose control of events. Too many closed ones and you're stuck within your own preconceptions. Much of the information you need can only be got by probing, and that means gently leading people to tell more."

If you have to explore a painful topic, such as a previous sacking, it is as well afterwards to reassure the candidate by saying something like: "Well, you must have been very relieved to put that behind you. . . . Then you can continue the conversation on safe ground."

Mr Cowan says the general tendency of interviewers is to be misled by the "cloven hoof" effect which leads them to look more for evidence of candidates' unsuitability than for evidence that they will fit. But there is also a danger of going too far the other way and being misled by the "halo" effect.

"My own approach is to try deliberately to offset both. When candidates make a poor initial impact I tell myself that they must be better than they appear and set out to discover the good things about them, and vice versa."

"Another thing I tell myself to do is avoid making up my mind one way or the other before I've brought the interview to an end—which, by the way, is something else that requires practice if it's to be done gracefully. The research that's been done shows that untrained interviewers, particularly, tend to make their decision within a few minutes of meeting the candidate so that all the rest of the effort is wasted. My rule, which it isn't always easy to keep, is not to decide until the day after I've done the interview."

"What's more I work out the decision in writing from the very detailed notes I take, quite openly, as the talking goes along. Then I'm sure to take account both of strengths and of weaknesses, which is vital. There's no such thing as a candidate who's perfect for a job. Every appointment is a risk. The only question is whether you've good reason to believe the risk is justifiable."

Nearly half of applicants lie about their career

The skeletons in the cupboard

PEOPLE HAVE found a great variety of ways to commit career-suicide. None seems to be more frequently used or effective, however, than slipping the odd lie into the record of one's previous achievements.

Only recently scandals in Sweden and elsewhere have shown that proven brilliance in business management is not enough to save the heads of big corporations from being brought down by some bogus claim relating to even the distant past.

But for every such personal disaster on the topmost heights, there must be thousands in the ranks below. There have been estimates that up to two in five applicants for executive posts make false statements to cover gaps in their sequence of jobs or otherwise embellish the appeal of reality.

In America the falsification has become so widespread that there is a profitable niche in the employment market for consultants specialising entirely in vetting people's career records. One of them is Mr Jim Magee of Yale Associates, of Long Island, who told me that his company's customers are by no means limited to employers in the US.

"We do it for corporations world-wide, and not only in relation to people they're thinking of hiring. For one reason or another they frequently assign us people they already employ."

Compared with the view taken of distorted claims in America—where they tend to be called "career frauds"—UK recruiters as yet seem to regard them as

less morally reprehensible. Most British headhunters refer to them merely as "improving the truth" or "gilding the lily". They typically say that they hope—for they can never be sure—that only a tiny minority of candidates would go as far as telling an outright lie.

They nonetheless keep a keen eye open for falsifications and promptly discard any candidate found guilty of even one. Where applicants for top jobs are concerned, especially, many a UK consultancy will delve back into their records even to the extent of verifying the passes they say they gained in examinations they took as early as the age of 16.

British recruiters generally seem sceptical about written references from the candidates' previous employers. "When it comes to putting things in writing, the bulk of companies are cautious almost to the point of being cowardly," said one consultant who insists on being anonymous. "The best you can hope for is a tip-off in weasel words like: 'Any organisation that gets Mr X to work for it will be exceptionally lucky'."

Mr Nick Cowan, the director of the Federation of London Clearing Bank Employers, referred to in the other article on this page, agrees that paper references are "as near worthless as makes no difference." But he says it is absolutely essential that, before confirming appointments to positions of any responsibility, recruiters should use other methods of checking in depth with people who have employed

and worked with the provisionally chosen recruits.

"At a pinch, the checking can be done quite acceptably by telephone, but direct face-to-face discussion is much better if it can be arranged. The interviews you have with the people will always have raised a number of points to follow up."

For instance, is the version of events they gave you correct? Did they really obtain the results they claim and, if so, were there any exceptional circumstances that should also be evaluated and perhaps discounted? Is their style of managing the same as they say it is? Was the innovation for which they claim the credit their initiative?

"In the case of senior management jobs, in particular, I believe it is essential to talk not just to people who were in charge of or functioned on the same level as the candidate, but also to some who worked under them. Subordinates are usually quite perceptive about the decision-making and other managerial qualities of their bosses."

Reference checks of that kind are important for other reasons too. After all, no one ever detected alcoholism in a formal job interview. However impressive people may seem, there's always the question of whether they have a skeleton or two in their cupboard. It's an indispensable part of the recruiter's job to find out.

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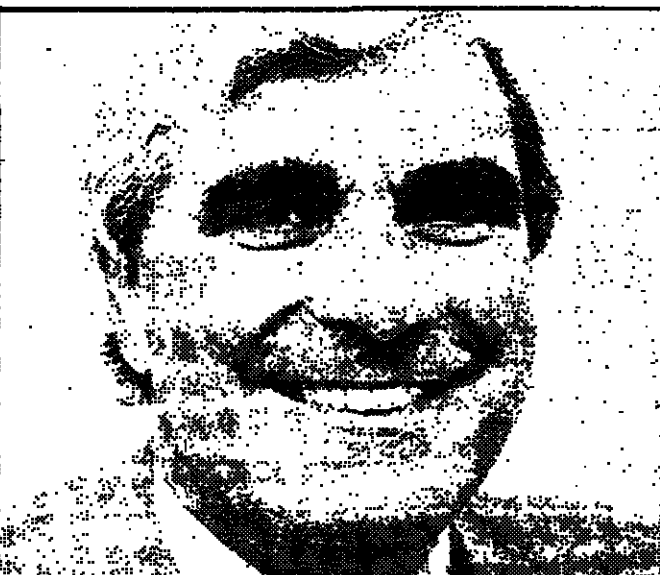
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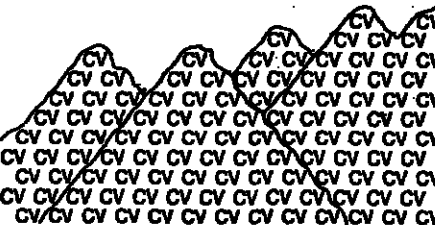
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RECRUITMENT 5

In assessing personality, judgment is all too often left to hunch

Personal chemistry proves hard to define

"We hire people for technical skills. We fire them for personality faults."

IT IS A pity that the personnel director who spoke those words insists on being anonymous. Few people can have made a more trenchant comment on recruitment and employment practices.

Except in rare hermit-like specialist jobs, even the highest professional expertise will not make up for lack of ability to get on well with other people, whether they be members of the same organisation, or customers or other outsiders on whom its success depends. It is an ability which, although important at every level, seems to become more decisive with each higher rank of work.

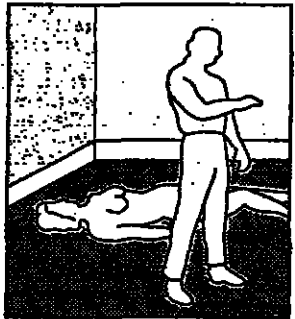
Yet most companies devote far more care to ensuring that potential recruits' technical skills suit their requirements than to examining whether their personalities will fit. The judgment on that crucial matter is usually left to hunch.

There is no doubt that hunches can be right. Numerous professional recruiters claim that theirs are consistently reliable because they have developed a knack of rapidly detecting strangers' personal "chemistry." Since they are never able to spell out the formulae by which they do it, however, "alchemy" would be a better word.

In any case, while some people are clearly better than others at making such judgments on the whole, even the best of them sometimes make perplexing mistakes. For instance, I know of two heads of recruitment consultancies whose skill at finding the right personalities for client employers is demonstrated by the success of their businesses.

The only trouble is that both are hopeless at selecting people for their own staff—one of them to the extent that he has now delegated the task to one of the few colleagues he chose in the past who did turn out to be worth keeping.

One reason for the apparent paradox may lie in a particular difference between those headhunters' client concerns and their own consultancies.



What's happening here? A typical question from a projective personality test. One untypical answer by a woman was: "It's a picture of a man waiting for a No 93 bus."

The client organisations are mostly large enough to be able to take technically productive but personally prickly employees and move them around until they find a niche where they fit.

The headhunting companies, on the other hand, are so compact that any sore thumb anywhere in them pains everybody. It may therefore be the tendency for employing concerns to become smaller which explains the growing interest among UK employers in less subjective forms of assessing recruits' personal characters.

The interest is such that even in agencies supplying temporary secretarial staff are coming under client pressure to use personality tests in selecting the temps on their rolls.

Such tests are all subject to the same fundamental problem. It is that nobody can be sure that what they purport to be testing really exists. After all, even if you cut people up until you were crimson to the elbows, you would no more find their personality than you could their soul.

That, however, has never deterred human kind from believing not only that the mysterious element is present in different ways in every individual, but that the differences can be detected. As a result, numerous and various diagnostic processes have been devised.

Probably the most ancient is astrology, which assumes that

our personal states are externally determined by remote forces whose patterns can be divined from the movements of the heavenly bodies. Other approaches proceed on the contrasting assumption that our personal states are in the main inwardly determined, but that we "project" evidence of what they are in the form of signals which other people can decode.

One venerable example of the so-called projective approach is palmistry. Others which are also long-standing but equally disdained by most professional psychologists are hand-writing analysis (or "graphology") and the body-measurement techniques used most noticeably by employers in continental Europe.

A modern variant of the body-measurement method consists of analysing the patterns of electrical activity in the brain or skin. It has two main disadvantages. The first is that it cannot be used to assess job applicants unless they are physically present.

The second is that, even if they are, they are apt to object to being wired up to some apparatus they do not understand. Indeed in some countries, especially the US, there is widespread resistance among employers as well as employees to personality testing of all sorts. The use of graphology, in particular, is evidently almost unknown.

The projective approach also characterises the "assessment centre" exercise developed from the old War Office Selection Board procedures. Under the eyes of skilled assessors, applicants are set to work both in competition and in co-operation with one another in a range of situations which typically arise in the real jobs for which they are being considered.

Unfortunately, besides being expensive, assessment-centre exercises can be poor predictors of attributes such as longer-term emotional stability.

A further projective method is to get candidates to "make up their own stories" about the purport of sets in ink blots or pictures of situations such as the one in the sketch with this article. Dr Peter Saville, of the occupational psychologists Saville and Holdsworth, says he is still bemused by the in-

terpretation which a woman made of that sketch some years ago. It was a picture, she said, of a man waiting for a 93 bus.

But the type of personality test which is probably most used in recruitment is based on a different approach. Instead of seeking to divine people's make-ups from evidence of whose significance they may well not themselves be aware, it asks them to indicate their own characteristics by completing a questionnaire.

Their answers are then analysed to see how they stand on a "map" of personality factors which research has shown to characterise large numbers of people. Each factor is marked off by a pair of opposite extremes, such as humility at one end and arrogance on the other, although the bulk of us of course turn out to be somewhere between the two.

Provided that the test in question has been widely taken, the individual map of someone applying for a particular kind of job can be compared with the maps of many others who have been successful in the same kind of work.

The most commonly used of such tests is Cattell's 16 Personality Factor questionnaire. Since it was developed in the US some 40 years ago, it has been taken by millions of people across the world. As a result it has built up a large enough database to rebut a good many myths.

One is that it is men and women with different kinds of personalities who have the greatest chance of making a successful marriage. The test evidence is that such couples have at best a 50-50 chance, whereas those with similar make-ups have a chance about 40 per cent better than even.

But the 16PF has been criticised on the grounds that, as it was developed to assess

personality very broadly, it is insufficiently sensitive to provide a fully reliable guide to the patterns of traits required for specific occupations.

Take for instance accountants who, to judge by their profile, differ appreciably from the average person on only three of the 16 factors. They are less likely to be the life and soul of the party and to be emotionally unstable but, perhaps unexpectedly, more inclined to be innovative.

A problem, however, is that the accountants' typical profile is so like the profile of another set of people that it is difficult to pick out any key differences between them. The other set is prisoners serving sentences for armed robbery.

Because of such drawbacks Saville and Holdsworth have drawn on the support of more than 50 big employing organisations to develop a comparable test centred specifically on the traits shown by people in jobs. Called the Occupational Personality Questionnaire, it measures people against a larger number of factors than the Cattell equivalent—30 in its full version, which can be taken in not much more than an hour by either computer or pencil-and-paper method, although shortened versions are available for use when a less detailed assessment will suffice.

The 30 factors are not the only yardsticks it applies to the person taking it. It also has a cunningly devised system to measure the extent to which people seek to give answers that a prospective employer will approve of rather than those which reflect what they really believe.

What is more, all such assessment processes have some similar built-in "smarm-detector." So anyone trying to cheat in a personality test is likely to end up with no better chance of getting the job than somebody who refuses to take the test at all.

Measuring intelligence has always proved a minefield

Computers join the fray

ASKED WHICH human faculty is most important for success in managerial and high-grade specialist work, many people would instantly reply "intelligence." The same view is clearly shared by large numbers of employing organisations which include verbal—and numerical—reasoning tests of the Intelligence Quotient type as a key element of their processes for selecting potential executives.

The view has a long pedigree. The first person known to have singled out intelligence as the prime force in the world's development was the Ionian philosopher Anaxagoras in the fifth century BC. The only problem is that from his day to ours the globe's best experts have been unable to agree on what "intelligence" is.

The question is crucial because, like personality, intelligence is not something that anyone can dissect people and find. Nor does the fact that we can give a name to something mean that there is anything in existence which corresponds to it, as witness hippogriffs and the square root of minus one.

Various putative definitions have been advanced by expert psychologists only to be ripped apart by other psychologists equally expert. Perhaps the most enduring definition of the faculty is "the capacity to do well in an intelligence test," which was stated in 1923 by an American called E. G. Boring.

By coincidence his name turned out to be linked with a more recent discovery by US research psychologists. Suspecting it might be only academics and other much educated people who rank their fellow-beings in terms of intelligence, they went out to check whether men and women in the street got the same. The answer was that they do. The researchers then asked the passers-by how highly intelligent people show their mental distinction. One frequent answer was "by being boring."

The controversy was hot enough even before the development of computers when all the psychologists largely had to argue about was the scores achieved by masses of people in tests of the IQ type.

One set of experts argued, on the basis of their particular way of statistically interpreting the test results, that there existed a

general or "g" intelligence. It was seen as a single, central faculty which, although not sufficient by itself to enable people to do well in the world, was nevertheless necessary to high performance in the sense that those with more of it would be better than those with less at any activity mainly dependent on use of the mind.

The opposing expert faction argued, on the basis of their different statistical interpretation of the same test results, that there was no "g" intelligence pervading all mental work. Instead there were a number of

different kinds of the stuffs, each underlying proficiency at only a single broad type of activity.

With the increasing power of computers, however, the controversy has become more complicated still. There is now a branch of psychologists called "cognitive scientists" trying to pin down intelligence and the like by technological methods. An example is the "top-down" approach which seeks to think up computer programmes that will function to the same effect as the mental process at issue.

Another—the "bottom up"—is to build electronic apparatus which operate in simplified mind-like ways, and then try to work out why.

While such developments are as yet in their infancy, they have already established that intelligence, as it works in the real world goes far beyond the abilities measured by IQ-type tests. As the Yale University psychologist Professor Robert Sternberg states: "there just does not exist a single approach that answers or even addresses all of the questions one would want answered about the nature of intelligence."

What is more, recent studies led by the British psychologist Dr Donald Broadbent look also to have undermined present assumptions about the type of thinking which lies behind skill in jobs of a "dynamic" kind. Dr

Broadbent's reason for calling such jobs dynamic is that they typically consist of a fast-changing series of linked challenges—throwing up a situation demanding action, which creates a fresh situation demanding new action, and so on.

The generally prevailing view is that the job-holders deal with each successive challenge by the type of thinking often described as classical planning. They have in their heads a set of principles of the sort which can be enunciated by a teacher and written down in a notebook. As each fresh situation occurs, they apply the principles in looking ahead intellectually, asking themselves the question: "Which of the various possible actions open to me is in theory the one most likely to lead to the result I want to achieve?"

While the assumption that managers think in the classical planning way underlies most of the teaching of university business schools and other academic courses, Dr Broadbent's findings suggest that real-life managers rely mostly on thinking of a different kind.

On being confronted with each fresh challenge, they look back on their experience asking themselves the question: "In which ways is this new situation similar to others I have previously handled with results of the sort I wish to produce now?" Then they act accordingly, without bothering to think out principles on which they are acting.

The implications of the findings, although without doubt far-reaching, are as yet tentatively worked out. But the weight of evidence is surely growing against IQ-type tests' effectiveness as a prime indicator of fitness for most managerial and other essentially dynamic jobs.

That is not to deny that the tests have value. They plainly have—to the extent that success depends on reasoning in the classical way on the basis of information couched in words and numbers. But the form of management most dependent on such reasoning would seem to be the bureaucratic kind which many businesses, at least, seem to be throwing out in the belief that a more dynamic approach is needed to respond effectively to fast-changing events.

*Beyond IQ, Ch. 12. Cambridge University Press, 1985.

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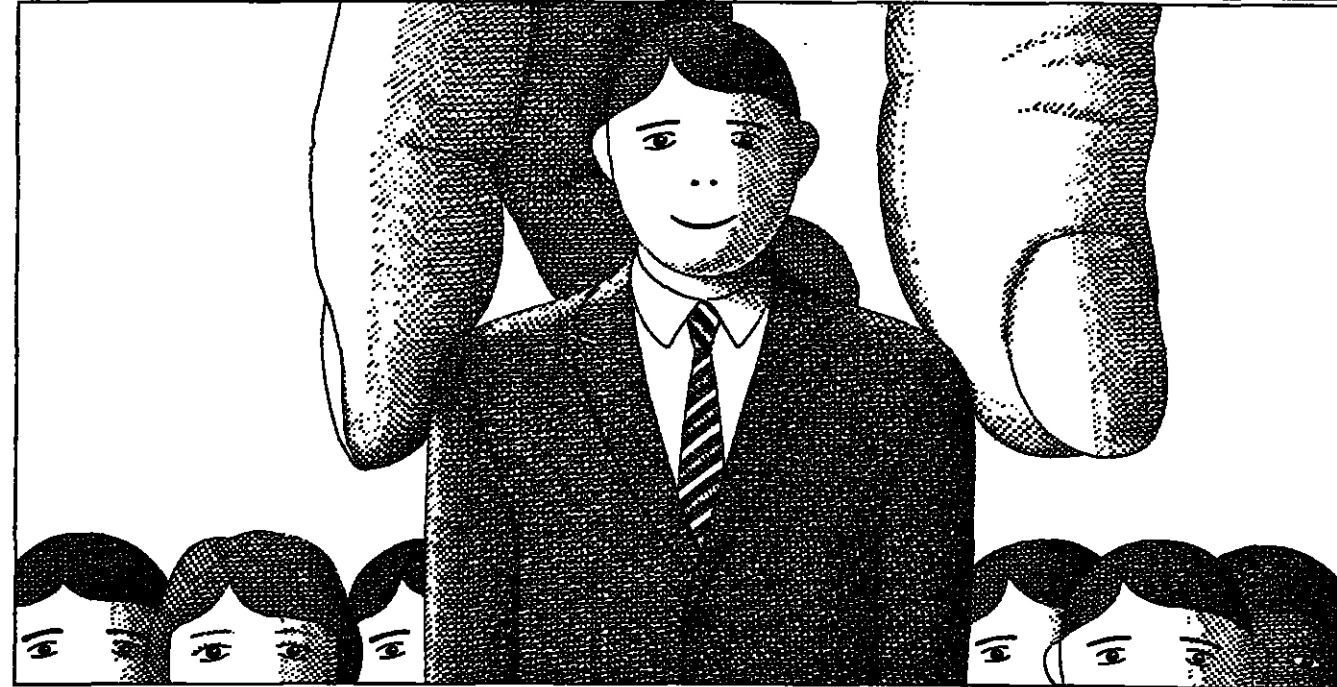
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RECRUITMENT 6

Recruitment tests vary, but are essential for...

Making selection fair

THE LONDON company which called in consultants to overhaul its recruitment processes advertised itself proudly as "an equal opportunity employer." Among the first things the visitors checked was the backgrounds of the 10 graduates it had taken on in the previous couple of years. Eight of them came from a single Cambridge college.

"When I took the data to the director in charge of staffing he was flabbergasted," said the consultant who led the project. "He said he just hadn't realised the firm's graduate-selection was so biased, and I don't think he was kidding. As it happened, he had been at the same college himself."

Once the director ceased being flabbergasted, he no doubt felt thankful for the discovery. For if his organisation's recruiting practices up to then had been challenged under the race or sex-equality laws, the evidence would have been stark against it and whether or not it was aware of

its bias would have made no difference. Although the erring company's director seems to have been unusually blind to his prejudices, all employers are liable to have some which they exercise unconsciously. The danger is well known among personnel specialists, which is probably why companies employing them in-house are more and more concerned to store evidence showing that their choices of candidates are acceptably objective.

That in turn may be mainly why recruiters are increasingly supplementing the time-honoured interview with tests and other assessment methods less prone to biased subjectivity. If so, of course, the spreading use of such procedures can be attributed only secondarily to a belief by companies adopting them that they will significantly improve their appointment decisions which is perhaps just as well.

Take for instance the results of a research study covering a

dozen large UK employers, which was made about a decade ago. The organisations used various methods to predict the future performance of candidates for jobs with them. Recruits chosen according to the predictions also had their work appraised at intervals afterwards.

The researchers compared the predictions with the later appraisals. They then calculated how far each selection method's forecasts had turned out to be more or less accurate than predictions made on the basis of pure chance.

Of all the tests and more elaborate assessment devices, the most successful was only 16 per cent more reliable than chance. Even so, the fustier devices generally proved better than interviews.

The recruits had been interviewed as candidates not only by personnel specialists, but by the line managers who were directly in charge of them when they joined the organisation. The line managers' predictions worked out at 2 per cent worse than pure chance. Those of the personnel specialists were 10 per cent worse.

One problem with the study was that, although the employing concerns involved had big payrolls, the number of recruits on whom they had both selection and appraisal data was small. So the findings are less trustworthy than those of a research review made recently by Dr Ivan Robertson and Dr Mike Smith of the University of Manchester Institute of Science and Technology. Their review was of different recruitment methods' reliability as indicated by studies based on large samples of people.

The method which came out best was in fact a combination of two types of tests: the IQ type and others measuring "psychomotor" ability such as manual dexterity. Its average reliability was 28 per cent better than chance.

Second, 21 per cent better, was the "work sample" which judges how well people cope when confronted with a pile of letters, statistical reports and so on of the sort they would have to deal with in the job. Next, with an 18 per cent rating came "supervisor/peer evaluation" which consists of structured assessments made by the people who will work immediately above and alongside the person appointed.

Fourth, only a fraction of a percentage point behind, was the "assessment centre" method mentioned in the article about personality on the previous page. Then came IQ-type testing with 12 per cent, followed by the Biodata technique described in the other article on this page.

References were seventh with 5 per cent, interviews eighth with 3 per cent, personality assessments ninth with 2, and tests of candidates' interests tenth at only 1 per cent more predictive than chance. While handwriting analysis was also covered, a far smaller number of people had been involved. But on what evidence there was, graphology was least reliable of the lot.

Previous experience in a similar job is regarded as a guide to competence

The past is the key to present capacities



Mr Art Miller, chief of the US company, People Management, believes competence is not enough for performing tasks in a job, deep satisfaction is also needed

"HOW DO I know you can do this job?" Countless interviewers have asked that question, and the answer has often been the key influence over which candidate they decided to appoint to the post. In many such cases, too, the people they chose have later turned out to be incapable, causing the interviewers to agonise over how they could have possibly been so wrong.

If—as fairly frequently happens—the mistake has marred their own career prospects, they would probably not be content to seek consolation in philosophy. Which is a pity. For the topic is one on which philosophy has a highly relevant point to make.

It is that no interviewer is ever able to be sure that someone is practically capable of doing a job unless it is simple enough to be done for real and in its entirety before the interviewer's eyes. As Ludwig Wittgenstein indicated, the only occasion on which anyone can be certain that people who say they can do something are telling the truth, is when they actually do it as they are speaking.

Otherwise, any method used to form appointment decisions is prone to error. Even the fact that someone has evidently done the same job in similar circumstances in the past is no proof that he or she is still able to do it.

Nevertheless it seems to be widely accepted that one of the best guides to people's competence at an activity is whether they have succeeded in it, or in something like it, before. And various methods are available for helping to judge job-seekers on that basis.

One now in growing use by organisations, especially those which regularly engage batches of recruits and are over-subscribed by applications, is Biodata. It is used to sift through the initial applicants to identify those who merit an interview.

They are sent the Biodata form which requires them to answer 20 to 30 questions. A typical example might be: "When you play a game, with family or friends, how important is it that you win?"

A—I always play to win.

B—I play hard but don't worry about the result.

C—it is of no importance at all.

While the form may be simple enough to fill in, a great deal of complex work goes into deciding what the applicants should be asked in the first place. For each employing concern using the technique has its own set of questions, designed to identify skills, abilities which could be developed into skills, and other personal attributes which have been observed to be linked with success in similar work in the particular organisation.

The consultants licensed to apply the method go into the company to interview and make psychological assessments both of people currently doing the work and of their bosses. The assessments are analysed for detailed traits which evidently make a difference between good

for them just to be competent at the tasks of the work. They must also find deep satisfaction in doing them. "It's only the things they both can do and find personally fulfilling in doing which make up their motivated abilities. And our experience is that no more than 30 per cent of workers are in jobs where both those criteria apply to most of the tasks involved," he says.

People being assessed by the method first write outlines, in at most two sentences apiece, of half a dozen specific things they have achieved which they remember as satisfying. Whether anyone else thought they were worth while does not matter. One has to be fairly recent, the next five to 10 years previously, and so on back into childhood.

They are next interviewed in fine detail about each item on their list to establish precisely what they did in achieving it and how. They are not asked why. "We're looking for things people are sure they remember. Why they did them is something they often never really knew. Let alone can still recall."

The interview is recorded, transcribed and minutely examined for recurrent themes which give a clue to the person's fundamental ways of working. The tell-tale themes emerge in the repeated use of phrases such as "I took care of... organised... got people together". Mr Miller maintains that the instances of each theme then only have to be added up to reveal the person's fundamental motivational pattern.

Moreover, he says that once the basic pattern of 20-22 motivated abilities is established, usually fairly early in life, it is improbable that anyone will add new ones to it. "In all our work we've never yet seen a new direction emerge. If people haven't expressed management ability—in what they think are the worthwhile things they've done over the past 30 years, the chance that they can become effective managers is remote."

Another approach, developed by the US-owned Selection Research consultancy, hinges on the theory that people's capabilities can be divined from the detailed things they say. "Highly productive people in any line of work know something different, and talk differently, than mediocre or low producers," declares the SR group's chief Dr Donald Clifton who developed the method. It uses while he was a professor of psychology at the University of Nebraska.

The root of the method lies in searching discussions with groups of people who are demonstrably first-rate in the field of activity, and others who are at best average. The 110 fields covered so far range from entrepreneurship to ice-hockey playing. The discussions are, then analysed to pick out particular themes or "commonalities" which are mentioned recurrently by the most able but not by the mediocre.

In the case of each field, the commonalities linked with success are used in designing a set

of about 80 interview questions which have been found to trigger mentions of the key themes by the experts. The questions are systematically put to the people whose ability is being assessed, who respond to them just as they wish, and their replies are examined to see how far their identifiable patterns of thought and feeling correspond with those of the proven first-raters.

A different approach, which nevertheless appears to stem from a similar sort of basic notion, is "action-profiling." It proceeds by closely observing people of all levels of competence in a field with a view to identifying, not the conversational concerns, but the detailed body movements which distinguish the successful from the others. People under assessment are then in turn observed to ascertain whether they display the same characteristics.

Mr Eddie Bows, a British consultant who specialises in action-profiling, claims that it has an advantage over methods based on conversation. He points out that his method "is entirely independent of the views expressed by the person being profiled"—and it must be acknowledged, of course, that one thing words can always be liars.

Unfortunately, however, so can motions, together with everything else which can be observed by the recruiter before the person appointed is actually doing the job.

The Green Book, par. 84. Blackwell, Oxford 1984.

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Discerning Executives...

RECRUITMENT 7

Pay trends: stamping out inflation
may have unwelcome side effects

Soft and hard options for motivation

THE OLD SAW "there's no rest for the wicked" must have an ironic ring for people in the employer's position. However, the moral of the story is that there is precious little rest for them. Even if they no longer need to trouble their heads about what kinds of staff to recruit and where, they still have the worry of how to keep and motivate them.

Motivation in particular, which is always a complex problem, looks likely to become the more so, at least in the UK. The reason lies in the pre-election pledge by the Conservative Government finally to stamp out inflation.

If it succeeds and prices stabilise, competition will rule out regular all-round pay increases of the "cost-of-living" type. To be economic, pay rises will have to be covered by improved productivity.

The idea that the whole of an organisation's workforce can continually become more productive is hardly realistic. It also seems probable that companies of appreciable size will always be dependent to an important extent on staff who perform steadily at no better than average.

UK staff in that category with ages up to 40 or so have in general been conditioned to expect a pay increase every year. Although most of the rises have been solely to compensate for a higher cost of living, they have become a central element of people's motivation.

Psychological evidence indicates that, should employers just stop all-round increases and leave it at that, many essential if untrained workers are going to become demotivated. While they may have failed to work better for the extra money in the past, they are all too likely to work worse for the lack of it in the future.

A check recently made by Mr John Courts, vice-chairman of the Federation of Recruitment and Employment Services, found that most UK companies were not even aware of the demotivating danger of zero inflation, let alone equipped with plans to counter it. In the cases of the minority which were, the plans varied widely between soft and hard approaches.

An example of the soft is to accustom employees to the change gradually by giving them a short "holiday" from paying pensions contributions. An instance of the hard is to go on giving regular rises to everyone in the management team at least, but to find the money by regularly sacking the 10 per cent of the team's members who work least effectively. Which will work the better, if at all, can only remain to be seen.

One of the wide-awake companies suggested that as inflation ceases to be a factor creating pressure for general increases, job-market forces will become more of one. That prediction is certainly supported by the population trends discussed elsewhere.

Companies will probably need to keep a keen watch on market going-rates. Fortunately, various consultancies produce surveys of the levels of pay and fringe benefits prevailing in different regions and countries. However, if employers need to move people from one place to another, there are consultancies which will take over the whole task of relocating them too.

Several organisations which had foreseen the demotivating threat planned to counter it by adopting workforce-wide schemes for results-related incentive bonuses. Of the sort already fairly common as a part of systems for rewarding managers and higher-rank specialists.

While UK-owned companies have increasingly installed senior-level incentive schemes, however, the table shows that they have still some way to go before their top executives' rewards are as dependent on results as the pay of comparably ranked people in the British branches of groups owned abroad.

The table, compiled from a survey made as at January 1 by the Remuneration Economics consultancy, refers only to chief executives and directors. Whereas a fair number of the 1138 in the UK-owned companies were on the main board of their group, the counterparts in the overseas-owned businesses were just leaders of subsidiaries—which almost certainly explains why their average salaries and total cash pay, including results-dependent bonuses, were lower. But, on average, they still had markedly more to gain or lose by good or bad organisational performance.

A further kind of top-executive incentive, not covered by the table, is the share-option schemes which have rapidly multiplied in Britain since the Government passed encouraging legislation in 1984. Among big business concerns at least, a large majority now seem to offer their most senior people a favourably priced option to given amounts of their company's stock at certain specified dates in the future.

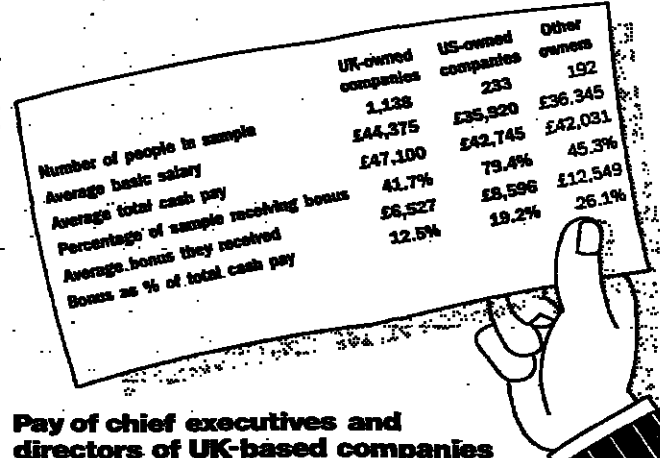
The only place where they are now more in evidence is the US. Of other European countries, only France and Belgium seem to encourage them even modestly.

The trouble is that the worth of share-options is prone to rise or fall in line with general stock-market fluctuations which are dependent on many influences beyond the control of chiefs of the company concerned. Hence the value of the options awarded to top executives cannot be plausibly represented to more junior workers as fairly reflecting their superiors' individual merits.

Much the same often applies to results-related bonus schemes restricted to senior employees. Shop and office-floor staff become resentful because they feel that their bosses are increasing their already large salary advantage by paying themselves extra for improved performances due essentially to the subordinate workers' efforts.

The upper-rankers' motivation is increased only at the probably more than counterbalancing cost of demotivating staff lower down.

In that case, of course, there comes into play differences in tax levels and ways of minimising them, social security contributions and prices. What further complicates the survey-producers' problem in adjusting



Pay of chief executives and directors of UK-based companies

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exchange rates prevailing at the close of London markets on May 5.

The figures include bonuses as well as salaries. But no adjustments have been made for differences in costs of living between the nine countries in my sample.

The Swiss led the net-pay league in all departments. The ranking for the chiefs was as follows:

Gross (£) Net (£)

Switzerland	108,855	70,756
France	73,180	49,031
West Germany	90,276	46,944
Italy	71,699	43,019
UK	53,730	30,628
Spain	52,547	30,477
Holland	63,050	27,742
Belgium	69,041	27,616
Sweden	55,836	18,984

In the net-pay comparisons between finance directors and personnel directors, the prize went to the money people in all but one of the countries. The exception was Switzerland where the top personnel specialists had an advantage on average of about 7 per cent.

Even so, the Swiss finance directors still led the nine-country league for their specialism. It was:

Gross (£) Net (£)

Switzerland	62,823	45,232
France	45,342	33,100
W. Germany	56,288	32,947
Italy	45,623	29,199
Spain	35,950	23,727

Of the UK representatives, therefore, the chief executives come fifth in their league, the finance directors drop down below their Spanish counterparts to sixth, and the poor personnel directors plunge to next to last.

Anyone who is struck by the fact that the Swedish representatives come bottom in all cases, by the way, should perhaps not shed too many tears for them. Although Scandinavian executives characteristically prop up their counterparts from other industrialised nations in pretty well every pay ranking, nobody who has observed their living standards would regard them as the poor folk of Europe. One reason, I gather, is that Scandinavian countries tend to grant generous tax-exemptions for interest on loans for buying yachts, second houses and so on.

Lies, damned lies and statistics

What pay surveys don't say

MANAGERS IN charge of pay policy, especially in international organisations, must feel great sympathy with whoever it was who first observed that there are liars, damned liars and statistics. For the statistical studies which land on those managers' desks in the form of pay surveys are ever likely to mislead their readers, and not only those inexperienced at interpreting them.

The proneness to error is not usually the fault of lack of statistical prowess on the part of the numerous consultancies which produce the surveys. It is just that few things can be subject to so many variances than pay and fringe benefits. Even in the case of people doing essentially the same type of work, the rewards for it vary widely from area to area, and again from one sector to another, and yet again with the employing companies' turnover and numbers on the payroll.

The variances, widespread enough if the surveys are confined to a single country, are compounded when they spread across national boundaries and even more so when they seek to give comparisons not just of gross pay, but of take-home-pay and purchasing-power as well.

In that case, of course, there comes into play differences in tax levels and ways of minimising them, social security contributions and prices. What further complicates the survey-producers' problem in adjusting

for price variance is that although people of different nationalities may do similar jobs at equivalent ranks in their organisations, they often differ markedly in their buying patterns.

Nevertheless, for anyone equipped with a large packet of salt and sufficient familiarity with statistics to decide how big a pinch of it to take with the survey currently to hand, even the international variety can serve as a useful guide.

Two of the many available are produced respectively by the Towers, Perrin, Forster and Crosby consultancy group headquartered in New York, and by Executive Compensation Service which, although its offices are in Brussels, is part of the US-based Wyatt company of actuaries and management consultants.

Both have recently published multi-national comparisons of pay and perks for top-ranking managers. Perrin relates solely to chief executives in 20 countries.

By contrast E.C.S.'s latest survey, while restricted to Europe, gives figures for a range of specialist directors as well as for company chiefs. The study was made at the turn of the year, and the average "take-home pay" figures for chiefs, and specialist directors of finance and of personnel which I am about to quote from it have been converted into sterling at the

exchange rates prevailing at the close of London markets on May 5.

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UK leads Europe's outplacement market

The outplacement business in Europe

Country	First year business appeared	Number of companies in 1986	Total '86 turnover (£'000s)	No. of people Paid for selves	counselled during 1986: Sponsored in groups by ex-employer as individuals		Among sponsored Average age	Average pay (£)	Individuals: Avege months to find job
UK	1971	16	18,760	980	20,700	2,100	45	26,800	4.4
France	1973	12	6,793	—	2,850	1,280	45	32,300	5.0
Netherlands	1978	4	2,680	—	150	582	46	+30,000	4to5
Scandinavia	1978	3	754	—	—	133	49	35,500	4.5
W. Germany	1979	3	792	—	50	122	48	45,600	5.0
Switzerland	1980	5	1,356	—	177	171	48	50,000	4.3
Belgium	1982	9	1,184	—	201	296	45	30,000	4.4
Italy	1986	2	17	—	—	10	—	—	5.0
Spain	1986	1	17	—	—	10	—	—	—
Overall	1971	55	32,353	980	24,128	4,704	47	35,800	4.6

THE RANGE of personnel services now on the market is so wide that it would be an underestimate to call them the careers equivalent of a "cradle-to-grave operation." They might better be described as a "conception-to-afterlife" operation. Even when a business is no more than a twinkle in some entrepreneur's eye, manpower planning specialists can be called in to advise how the jobs to be created can best be shaped to match the skills obtainable. At the opposite end of the range, when people's established career-line becomes defunct, there are consultants available to help them to find renewed working life in another.

These so-called outplacement consultants originated in the US during the 1960s. How their business has since developed in Europe is shown by the accompanying table, which is taken from a survey made earlier this year by the Consultex company in Switzerland.

The UK, where outplacement gained its first foothold east of the Atlantic 16 years ago, provides by far its biggest European market. Although France is not far behind in terms of the number of consultants operating, with 12 against 19 in Britain, the combined sales turnover of the UK businesses last year was almost £19m compared to the French equivalent's £7m.

The main reasons for the difference are indicated in the middle of the table under the headings "No. of people counselled during 1986." Sponsored by ex-employer. The number sponsored as individuals was 94 per cent bigger in the UK than in France. That is a relatively

provided it's legal, we try to help them do it.

But the far more extensive use of group counselling is not the only difference between the outplacement business in Britain and the counterpart operations on the Continent. The UK is evidently the only country in Europe where consultants give counselling to individuals who pay for it out of their own pocket, as distinct from being supplied with it at their former employer's expense.

In principle, there is surely a good reason why people losing their job should be enabled to select and pay for an outplacement service themselves. When the former employer finances it, the effect can only be to reduce the sums that might otherwise be paid to the redundant individuals.

INDIVIDUALS wondering about their chances of being unlucky enough to experience outplacement consultancy at first-hand, might like to try a brief test. All they have to do is compare themselves with company colleagues and others who could be viewed as career-competitors, and then answer the following questions.

- 1—A calmer person?
- 2—Less inhibited socially?
- 3—A good deal more imaginative and unconventional?
- 4—More natural and forthright?
- 5—Less inclined to worry about your own performance?
- 6—More relaxed?

Anyone who answered yes in all cases would do well to start looking for another job. The six traits covered by the questions comprise the main ways executives who get sacked differ in personal make-up from those who do not, according to research done by the UK's Cranfield Management School with support from the Pauline Hyde and Associates outplacement company.

Mrs Hyde's consultancy made personality assessments of 204 discarded executives, of whom about 60 per cent had been in senior positions. Their results were sent to the management school's psychologists who compared them with assessments made by the same method of more than 1,000 comparably ranked people who consistently stayed employed.

The Cranfield staff concluded

another characteristic which would appear to distinguish them from the typical person doing well in an executive career in Britain at present. It is that, on the whole, they were relatively old. Their average age was 47. And, while there are numerous cases of older people proving enterprising and creative as well as canny, there is research evidence that most tend to lose their former get-up-and-go.

An example is the study led by the Canadian-based "management psychiatrist" Dr Manfred Kets De Vries which was described not long ago in the *Journal of Forecasting*. The study found that between the ages of 36 and 45 it is common even for previously high-flying managers to begin losing their satisfaction both with their particular job and the organisation which employs them. When—as, of course, all too frequently happens—there is a simultaneous decline in working performance, their bosses may understandably decide to get rid.

But the study identified other typical characteristics among the middle-aged managers which might strike the more thoughtful type of employer as reasons for not only keeping but also trying to make more sensible use of such older staff.

Individual assessments

Role of a mentor

Although their satisfaction with company and job tended to fall during the 36-45 age period and to drop still faster over the next five years, it then bounced back again. A further tendency was for their dissatisfaction, even at its worst, to be considerably less deep than the resentment that was discovered among ambitious staff aged 26-30 to the extent that a lot of them were keen to quit and work elsewhere. Moreover the fact that there may be a link between the ill feelings of the middle-aged and young contingents is suggested by two of the explanations which Dr Kets De Vries tentatively puts forward for these tendencies.

One is that people early in their careers need, but often fail to find in their company, an older "mentor" figure willing to give them a sense of direction and to temper their youthful impatience with the inevitable frustrations of organisational life. The second explanation is that the ageing staff often bounce back because, having become reconciled to being less capable at the work they did well formerly, they discover a different way of making themselves useful. It is by "playing the role of mentor to the next generation of employees."

Hence companies might gain a double benefit by organising themselves so all staff can see that good work, in a go-getting capacity earlier on, can earn them a later opportunity to show their continuing value as providers of mature guidance to headstrong youth.

*April-June 1984.

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Simon H. Barrow,
Chief Executive

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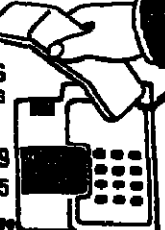
We are also specialists in the re-deployment of senior executives. Consultancy income is often available to our unemployed clients. For a free confidential discussion.

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